

JOB CARE

(A company limited by guarantee)

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

JOB CARE
(A COMPANY LIMITED BY GUARANTEE)

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JOB CARE
(A COMPANY LIMITED BY GUARANTEE)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS DIRECTORS
AND ADVISERS**

FOR THE YEAR ENDED 31 DECEMBER 2016

Directors

Andrew Hunter (resigned 12 December 2016)
Suzanne Hickey (resigned 22 May 2017)
Richard Somerville
Gillian Brennan
Peter Johnson, Chairman
Paul Rothwell

Company registered number

215563

Charity registered number

11301

Registered office

The Exchange, 50 Gardiner Street Lower, Dublin, D01 VC03

Company secretary

Gillian Brennan (appointed 24 January 2017)
Suzanne Hickey (resigned 24 January 2017)

Chief executive officer

Paul Mooney

Independent auditors

Ormsby & Rhodes, 9 Clare Street, Dublin 2

Bankers

Allied Irish Banks plc., 7/12 Dame Street, Dublin 2

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CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2016

The chairman presents his statement for the period.

It is indeed a pleasure to present Jobcare's annual report for 2016 and commend it to all those with an interest in tackling the impact of unemployment and the oversight of Jobcare by the Directors. Since its foundation, in 1994, Jobcare's reason for existence has been to help people overcome barriers to employment. Working matters equally to people today, yet finding work has become a more challenging and complex process than in the past and will continue to be so in the future.

In 2016, Jobcare's management and staff, under Paul Mooney as CEO, continued to support and care for unemployed people through both tried and tested programmes and through new initiatives designed to make its services more relevant to the needs of the modern workplace. The range of services included:

- Transitional work programmes: work and training for 55 participants on a part-time basis across a range of functions to improve employability skills. Included in this is the Trasna Programme for ex-offenders.
- Jobclub, including a Resource Room providing one-to-one assistance to job seekers, the Jobseekers Course for clients requiring training in job seeking skills.
- Jobnet programme for unemployed professionals and graduates.
- Computer and digital skills courses to help bring clients' digital skills in line with employer requirements.

These are enabled by operating two approved programmes on behalf of the Department of Social Protection (DSP): a Community Employment (CE) scheme and a Jobclub. We are under contract to DSP in this regard and follow specific DSP guidelines, policies, procedures reporting requirements and performance goals. We also continue to be supported by corporate and individual partners that enable us to offer enhanced services to our clients. We are delighted to report, once again, that we continue to meet and generally exceed DSP targets and performance criteria agreed with other funders.

2016 has been a notable year for a number of reasons. In May, Jobcare relocated operations from Pearse Street to its current location in the Exchange, Gardiner Street, to facilitate the landlord re-build their premises (including new facilities for Jobcare). That the move was carried out smoothly with no disruption of services despite significant work, and costs, to set-up in the new location is a testament to the efficiency of Paul Mooney and his full-time team. The Exchange offers more than adequate facilities for Jobcare services to continue to develop.

At the same time, Jobcare conducted a comprehensive review of its services and developed a strategic plan to guide the development of the organisation over the next five years. While the plan affirmed the value and effectiveness of existing services, it also recommended a broadening and deepening of programmes to improve impact and outcomes. Four cross-cutting themes were identified as priority areas of action over the next five years: maintaining our ethos, developing digital skills, addressing the particular needs of over 45's and ensuring the overall resourcing of the organisation. Key elements of the strategic plan are laid out more fully later in this report.

2016 also marked the conclusion of Andrew Hunter's chairmanship and his retirement from the Board. Andrew joined the Board of Directors in 2004 and served as chairman for two terms during his time on the Board. We are very grateful to him for his guidance over the years and more recently, in overseeing Jobcare's compliance with the Governance Code and the development of the strategic plan.

Jobcare's CEO, Paul Mooney, and his full-time team continues to be a strong driving force in the success of Jobcare and in the atmosphere of optimism and positivity that is created for clients. In addition, we are grateful to the many volunteers that support Jobcare and its services in a variety of ways by offering their skills in speaking, facilitation, coaching and mentoring or helping develop our internal processes. This assistance is significant given Jobcare's small staff and limited resources.

The Board met six times in 2016 with a high level of attendance and strong engagement by all Directors. A clear timetable for review of policies, procedures and practices is in place to assure good governance of the organisation. The AGM took place in The Exchange on 22 September 2016. The next AGM, to receive accounts for 2016, will be in June 2017.

Name Peter Johnson
Chairman

Date 23 May 2017

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DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2016

The Directors present their annual report and audited financial statements of Jobcare for the year ended 31 December 2016

This report and the financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), FRS102 and the Companies Act 2014.

DIRECTORS' RESPONSIBILITIES STATEMENT

The Directors of Jobcare, a Company Limited by Guarantee for the purposes of company law, are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and Generally Accepted Accounting Practice (accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland and Irish law).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK and Ireland 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 charitable company will continue in operation

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2014. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 DECEMBER 2016

Structure, governance and management

a. CONSTITUTION

Jobcare is a limited company without share capital under the Companies Act 2014. Jobcare transitioned to CLG status in 2016, a company limited by guarantee.

The Company has a constitution comprising Memorandum and Articles of Association. The Company's Constitution is set out in its Memorandum and Articles of Association, which were updated during the transition to CLG.

The principal object for which the Company was established in 1994 "to relieve poverty amongst unemployed persons as a Christian response to current social problems, in particular by training or assisting unemployed persons to obtain training in such skills as will fit them for employment" (see Memorandum of Association paragraph 3.0).

Our Goals and Ethos

Our aim is to provide individuals with life skills which will lead to work. This is about training and work habits. It's about setting goals for employability and seeking jobs. It's about job coaching and interview preparation. It's about a peer and supportive environment. Yet above all of these is an intrinsic care for the individual as to their specific needs and how these might be met.

We remain committed to our clients and our ability to serve our clients is through the extraordinary work of our full-time team and it is to them that our clients are most in respect. It is our full-time team who display love, who maintain an ethos of handing out a cup of tea, who give encouragement, who go the extra mile to support outside of formal activities, who care about the person, as well as caring about their future employment.

Our permanent staff team meets weekly to review the progress of every CE member of staff towards their particular work goals and to determine what inhibiting needs exist.

Company Members

The Memorandum and Articles of Association require Jobcare's participating churches to nominate up to two Company Members to Jobcare CLG. These Company Members attend General Meetings as required by company law.

Currently the participating churches are all based in the Dublin area: Grace Bible Fellowship, Trinity Church Network, Mountain View Community Church and St. Catherine's Church.

b. METHOD OF APPOINTMENT OR ELECTION OF DIRECTORS

Directors May 2017

Gillian Brennan (Company Secretary)
Peter Johnson (Chairman)
Paul Rothwell
Richie Somerville

Directors 2016

Gillian Brennan
Suzy Hickey (Company Secretary) (resigned 22 May 2017)
Andrew Hunter (Chairman) (resigned 12 December 2016)
Peter Johnson
Richie Somerville
Paul Rothwell (appointed 4 May 2016)

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DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 DECEMBER 2016

The Board determines the need for new Directors in the light of changing growth, needs, and the Strategic Plan. The Articles of Association require that there be no fewer than three Directors, and no more than eight.

New Directors are nominated and appointed by the Board based on skill and relevant contribution, passion for the ethos, and personal availability. Company Members may also propose Directors.

All Directors retire annually and are subject to re-election by Company Members, at the AGM

Paul Mooney, the Co-Founder and CEO, attends Board Meetings and is not a Director in line with Revenue policy for charities. Declan Doran is the Accounts Manager and may attend Board meetings if required.

c. POLICIES ADOPTED FOR THE INDUCTION AND TRAINING OF DIRECTORS

The Directors have developed 'Jobcare Directors' Terms of Reference', an extensive document that is central to the induction of new Directors. The 'Directors' Terms of Reference' also serves as a resource for existing Directors enquiring about the extent of their responsibilities. The purpose of the document is to set out clearly the particular approach of the Jobcare Board within the context of, the legal requirements and the regulatory obligations for charity boards in Ireland, and Jobcare's mission and ethos.

The Directors also have developed and adopted a set of 'Board Policies' that outline Jobcare Directors' position and approach to governing and managing the organisation, and matters for implementation through the CEO.

These resources ensure each Board member has access to the necessary information required to execute their role. The resources have been developed in line with the Governance Code for community, voluntary and charitable organisations, and standards set by the ICSA (Governance Institute, UK). Training and professional advice is also available for Directors who believe they have a skills/knowledge gap in fulfilling their role.

d. ORGANISATIONAL STRUCTURE AND DECISION MAKING

During 2016 the Jobcare Board of Directors met on six occasions with a 98% attendance record by Directors. The business of Board meetings is set according to an Annual Board Schedule, informed by a Schedule of Matters Reserved to the Board.

In 2016 there were two Committees of the Board:

- The Finance Committee (audit committee) met in the week before each Board meeting. The Committee was responsible for overseeing the preparation and interpretation of quarterly management accounts, reviewing the cash position, overseeing the annual financial audit and accounting systems and organisation. The Committee was chaired by Richie Somerville (Director) and was also comprised of Andrew Hunter (Board Chairman in 2016), Paul Mooney (CEO) and Declan Doran (Accounts Manager). Minutes of these meetings are returned to the Board.

In March 2017 this committee was replaced by two committees with set terms of reference: (i) Finance Operating Committee; (ii) Audit Committee.

- A Strategic Planning Working Group completed a strategic review of the organisation and its work. The Working Group comprised of two Directors (Andrew Hunter and Peter Johnson) and the CEO Paul Mooney. Activities had commenced in September 2015. Mention of the outcomes of the strategic planning exercise is made in the Chairman's Introduction and Section 4.1 of this document.

The CEO (Paul Mooney) is the pivotal figure to the organization's ethos, effective client relations and to leading the organization's innovative response to changing work needs. The Board of Directors of Jobcare delegates the responsibility of the day-to-day running of Jobcare to Paul as CEO, including the Department of Social Protection funded programmes.

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DIRECTORS' REPORT (continued)

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In particular, as per DSP guidelines, the Board has delegated daily operation of the Community Employment Scheme to a Local Management Team (LMT), led by Paul Mooney, CEO. The LMT's composition is as follows: Paul Mooney (CEO), Declan Doran (Accounts Manager/Executive Treasurer), Gillian Brennan (Director), and Helena Goss (Manager).

Policy and organisational oversight is the responsibility of the Board. Operational leadership and management is through the CEO, and the two programme managers:

- Work Programmes Manager and Community Employment Supervisor: Derek Switzer
- Training Manager and Jobclub Leader: in 2016 this was Niamh Brady who resigned to emigrate in February 2017. Roly Miller was appointed to that role on 1 March 2017.

The permanent staff team numbers 11 people, comprised of: three CE Supervisors, one Jobclub Leader, four Jobclub Assistants, and three Jobcare-funded executives. All are responsible for delivering the range of Jobcare services to our client base with roles across all areas of the organisation. The team is also responsible for mentoring and supervising 55 part-time staff on Jobcare work programmes on contracts of one year. This arrangement is a reflection of our contractual and funding relationship with the Department of Social Protection.

e. RELATED PARTY RELATIONSHIPS

No Director or Company Member receives remuneration or other benefit from their work with the charity. Directors are aware of their fiduciary duties. Conflicts of loyalty involving any of the above relationships are disclosed and dealt with by the Directors according to the Code of Conduct for the Board.

f. RISK MANAGEMENT

The Directors recognise that Jobcare runs services for clients, some of whom are individually 'at risk' from social needs, addictions, mental and physical health problems, life disappointments, and financial need.

The Board's appetite for risk is low and there is no funding pool to rectify problems. Our cost structure provides for annual insurance premiums across a spectrum of risk categories, covering moderate and high risk areas.

Most of our operational activity is low risk. There are exceptions which are deemed higher risk areas: occupational hazards (moderate), data security (high), and employment relations (high).

Risks are reviewed through a Risk Management Committee with Board participation, led by the CEO and his managers. The Committee identifies risk through a formal process of analysis, discussion with departmental supervisors, and by comparison to peer organisations, and maintains a list of risks. This Committee reports annually to the Board through the CEO.

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DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 DECEMBER 2016

Objectives and Activities

a. POLICIES AND OBJECTIVES

Programmes

Jobcare delivers courses and other services to unemployed jobseekers to assist them develop and enhance their job-seeking skills and opportunities, and provide them with support and assistance in their job search and in preparing for employment. Jobcare has delivered services to jobseekers since 1994 and has developed an effective model that is relevant to the needs of today's jobseekers and employers.

The organisation's principal objective is to deliver four programmes:

- **Jobclub**
Jobclub offers a range of services for jobseekers:
 - Resource Room with facilities and expertise to practically assist candidates in their job-search
 - Jobseekers Course with formal classes running over four weeks with content covering skills identification, career research, applications, CVs, and interview preparation
 - Personal career coaching.

- **Jobnet**
Jobnet is an award winning programme developed by Jobcare to address the needs of the professionally skilled individual or graduate who, because of the current economic climate, is finding it difficult to find work, yet has the skills and experience needed for employment. Jobnet offers a professional environment tailored to the specific needs of this group. The programme empowers jobseekers to market their skills and learn to network effectively to find employment.

- **Work programmes**
Community Employment (CE) grants enable a transitional work programme for people who have been out of work long-term. Jobcare's programme gives participants the skills and experience needed to get back into the workforce and break the cycle of being unemployed. Jobcare employs 55 participants at any one time on contracts of one year.
The 55 participants are deployed across a range of work areas in Jobcare, suitable to their skills, experience and career goals.

Nine of the programme places are targeted **Trasna** programme places - designated for participants with a criminal history. Jobcare provides a caring and supportive environment for individuals who are intent on desisting from offending. Jobcare's programme provides a structured framework within which they can develop new disciplines and find satisfaction in work.

- **Computer courses**
Jobcare delivers an accredited QQI Level 4 course in ICT Concepts and Computer Applications that develops computer skills essential for employment in the modern workplace.

In 2016 we identified a need for digital skills development among jobseekers both in order to maximise their job search as well as to equip them for work itself in this digital age. So we developed, piloted and then provided our Digital Employability Skills course to equip jobseekers with the digital skills necessary to find work including LinkedIn, Indeed, Skype Interviews and Office Online.

- **Regional reach**
While Jobcare's primary aim is to provide services to jobseekers in central Dublin and its vicinity, we have, in recent years, sought to support like-minded individuals and organisations across Ireland wishing to help unemployed people in their region. The main focus of this support involves assisting volunteer groups to set up and run a local Jobnet programme. In 2016, regional Jobnets in Carlow, Kilkenny and Blanchardstown were run successfully with the support of Jobcare, local volunteers and local business/community organisations.

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DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 DECEMBER 2016

It is Jobcare's policy to conduct these programmes according to the requirements of contractual agreements with funders, and in line with Jobcare's ethos.

b. STRATEGIES FOR ACHIEVING OBJECTIVES

Jobcare achieves its objectives through:

- (a) a permanent staff team with skills, knowledge and empathy to address the needs of the whole person;
- (b) internal programme reviews as to the relevance of services in the context of the needs of jobseekers and employers;
- (c) programme reviews with funders.

c. CAPACITY

Capacity: permanent staff, transitional work programme staff, volunteers, and interns

- Permanent staff

Jobcare employs a permanent staff team as follows:

- (a) a full-time CEO and two part-time staff covering Accounts and Communications/Fund Raising/CEO PA. This team is further resourced by a part-time volunteer with a focus on Policy, Governance and Ethos.
- (b) in addition to a full-time manager for work programmes, there are a further two full-time CE Supervisors who direct the daily activities of the work programmes and CE scheme.
- (c) in addition to a full-time manager for Jobclub, there are three full-time positions (one is job-shared across two individuals) that direct the activities of Jobclub and training programmes.

- Transitional work programme staff

Transitional work programme staff are deployed against personal training and development objectives to routine work assignments, as well as external training courses. CE scheme participants are part-time employees, approved under the contract conditions of DSP, for one year. In 2016 there were 55 participant places under the scheme. We also accommodated six transitional work programme participants on a full-time basis on day release from Mountjoy Training Unit.

- Volunteers

Jobcare is further resourced by several part-time volunteers working more than a day a week, who support course and curriculum development, infrastructure development, relationships with external parties such as businesses and volunteers, and work streams arising from the Strategic Plan.

In addition, at any one time, we have over 50 individuals (most of whom are in full employment, some are retirees and others who have relevant skills and time) who work less than a day a week (some a few hours occasionally) throughout the year. Many of these volunteers had first engaged with Worklink, a charity that was consolidated into Jobcare in 2015. This set of volunteers supports us broadly in two aspects of our work:

(a) Volunteers who support our clients in job seeking

Volunteers enable critical areas such as: mock interviews, career coaching, mentoring interview preparation, course facilitation, course presentations. These valuable contributions range from an hour every so often to bursts of time when a specific course is being run.

(b) Volunteers who support our business functions

We receive essential support in IT from several individuals and from Microsoft. From time-to-time other business functions are supported with valuable free advice from volunteers.

- Interns

We are delighted to accommodate interns from the USA who spend three months with us. This relationship has been working effectively for seven years and is conducted through EUSA Academic Internship Programs.

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DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 DECEMBER 2016

Achievements and performance

a. CLIENT PERFORMANCE INDICATORS

In 2016 the following activity levels and outcomes were recorded for the main programme areas.

- Jobclub

Jobclub successfully delivered 48 weeks of formal **Jobseekers** courses in 2016 and five seven-week **Jobnet** programmes.

To provide context for these training programmes:

- 88% of all clients were unemployed for greater than one year
- 53% of clients were in the age category 40+
- 31% of all clients had only second-level education or lower
- The male:female ratio was 57%:43%
- 43% of all clients were foreign nationals.

As a result of these factors Jobcare's target for positive progression to work was 40%. Without our intervention, few of these clients would have progressed positively.

The annual target was to serve 500 clients through formal training (Jobseekers course, Jobnet programme) in the year. We exceeded the number of clients served and exceeded the progression target with 244 people progressing positively into employment (49%).

The Jobclub team also provided one-to-one assistance (**Resource Room** services, **Career** and **Skills Coaching**). The annual target was to provide one-to-one assistance to 100 clients and for 40% to progress to employment. Those targets were significantly exceeded as 66 clients have progressed into employment.

- Work Programmes

83 people participated in Jobcare's Community Employment programme through the year with a maximum of 55 at any time.

Successful progression into work was 57% (of those who left and were fit to work).

The Trasna programme in particular not only recorded 100% of participants desisting from re-offending, but also 50% are now working.

In addition, we have a process for recruiting inmates from Mountjoy Training Unit for voluntary hours on day release while they are assessed for Community Employment. During 2016 several had been interviewed, five were employed as voluntary transitional work programme participants and six progressed to (or were already in) CE positions in Jobcare. Two progressed to full-time employment elsewhere and one emigrated to work in the UK.

- Computer courses

In 2016 Jobcare delivered QQI computer courses on six occasions to unemployed people resulting in 27 jobseekers successfully receiving a QQI Level 4 qualification.

Jobcare also piloted and delivered a new Digital Employability Skills course on five occasions resulting in 33 unemployed people completing the course with the average digital skills score of these clients increasing from 34% to 60%.

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DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 DECEMBER 2016

b. FINANCIAL PERFORMANCE

Our financial concern each year is to reach a balance between overall costs and overall income. This is achieved through grants from DSP for the two schemes, and critical additional funds raised from corporate, business, private, supporting churches, and philanthropic sources. These additional funds are referred to as 'donor income'. We cannot operate our services without both sources of income.

Expenditure on raising funds, governance, and charitable activities (i.e. training and work programmes) comprises expenditure recoverable from the Department of Social Protection as grants, plus costs incurred that are not recoverable. The principal costs not-recovered are the salaries and operating expenses of the CEO and his part-time team. The allocation of these costs is based on the time incurred by the CEO in the various areas of Jobcare. The time basis is reviewed by the Finance Operating Committee. In addition, for every grant-funded programme Jobcare delivers there is always a shortfall in direct client and programme costs for Jobcare to cover.

We run the organisation dependent on cash flow from DSP and the additional external funds. There is little cash on-hand at times of the year, yet for 22 years we have never failed to meet our financial obligations.

Jobcare achieved a small operating surplus in 2016 of €2,020, compared to €6,700 in 2015. This adheres to Jobcare's break-even policy.

DSP conducts a separate audit for each scheme once a year.

c. CLIENTS' VIEW OF OUR ACTIVITIES

Perhaps our results can best be expressed by our clients. We receive many testimonial emails and texts through the year. Here are sample stories for each of the programme areas.

Jobseekers Course

II - Support Services Account Specialist for a global technology products and services provider

'Jobseekers course and Jobnet programme gave me the skills and knowledge to create a job-specific CV and to answer the interview questions! Jobcare also gave me the courage and higher self-esteem to represent myself well. While I was taking part in Jobnet I actually found a part-time job as an Estonian interpreter. And a few months later I secured a full-time job as a Support Services Account Specialist. It is a full time, permanent position. So it means that I will have new challenges and also higher income. I had to do three different interviews with five different people and two different tests (language test and IT knowledge test) and all of them went very well thanks to you guys!'

AM - Shop Floor Assistant with a national supermarket

'The Jobseekers course gave me the insight to prepare and confidence to be ready for the interview. Jobcare really helped me with confidence and structure with the S.T.A.R. technique.'

Jobnet

BB - Field Sales Representative in Kerry for a sales and marketing expert

What did Jobcare/Jobnet do for me? Here is a summary:

- Restored my sense of purpose and determination to find a job
- Helped me get rid of my sense of isolation by allowing me to become part of a 60 strong group of people in a similar situation
- Helped me to think outside the box by using all opportunities to network and find a job
- I know that Jobcare is there as a friend should I stumble or need a reliable opinion re work/life
- Having a job after 10 years without an income/routine has improved my mood and has helped greatly to lift the spirits of my wife and family.

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DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 DECEMBER 2016

LA – Administrator in an established property agency

Jobnet has helped me to understand the up-to-date job market in Dublin and to become aware of what I can contribute to the job market for employers. I learned A LOT about networking, re-thinking and framing what I would like to do. With all the information, workshops and 1:1 conversations I also understood more than I ever thought how to act and react as an international applicant. Finally, the seven weeks of Jobnet were challenging, encouraging and reassuring at the same time: to value my education and my strengths and interests as well as stretching myself again and again.

Work Programmes

EW joined Jobcare's Transitional Work Programme in October 2014 and secured sustainable employment in September 2016.

During her time with us EW grew from strength to strength. Her administrative skills improved, she engaged in many training and networking opportunities and matured immensely as a person. Reluctantly at first, EW benefited greatly from our regular coaching sessions where false perceptions and initial challenging behaviours were 'care-fronted'. She responded well over time and she reported that her confidence grew.

EW was a huge loss to our CE Admin Team but we were delighted to see her progress to a suitable admin role in a childcare company. Her ultimate dream was to achieve a work visa for the United States so she could join her brother in Seattle. EW kept in touch with us since leaving and recently dropped in to let us know that she was leaving very soon to live in Seattle.

DH joined Jobcare's Trasná Work Programme in May 2015, initially as a Day Release volunteer, and was assigned to the IT Support team. DH then joined our Transitional Work Programme in September 2015 and continued to also volunteer additional hours. He secured employment in an IT support position.

DH faced the dual disadvantages in job seeking of being over 50 and having a criminal conviction. During his time with us he engaged enthusiastically in all aspects of our programme. Through regular coaching, mentoring and support he was able to grow his self-confidence. Through on-the-job experience and training he was able to enhance his IT and job-seeking skills. Following several unsuccessful job applications DH was temporarily employed in an IT role and subsequently returned to Jobcare for a short while. DH secured sustainable full time employment in the field of IT support at the end of 2016. He has since been in touch to again thank us. He is also considering voluntary work with ex-offenders who are job seeking.

Volunteer

FK, a recruiter for a large corporate, who volunteered as a facilitator on two Jobnet programmes in 2016, says:

'Throughout my life, I have been involved in community work. After completing my masters in guidance counselling this summer, I saw an opportunity to combine my studies and my professional experience as a recruiter to make a positive impact and help others who are looking for work. I became aware of Jobcare and the Jobnet programme through a recommendation and really liked the holistic approach this programme provides to help job seekers. I realised very quickly that Jobnet would help me as much as it would the participants.'

'It is difficult to choose a highlight as I would see the whole programme as being extremely useful – but if I had to choose one item it would be the very first session about 'staying positive while unemployed'. I believe this is one of the hardest challenges facing those seeking work, and it's very important that it is addressed early on. Jobnet helps people see that they are not alone and that it's normal to feel down sometimes. But in the same way, it provided great tools to take action and to work on staying positive.'

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DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 DECEMBER 2016

d. FINANCIAL RESOURCES

To generate essential supplementary income Jobcare has formed effective partnering relationships with several corporate donors, private trusts and supporting churches, and makes funding applications through competitive processes. We receive a small proportion of income through volunteer and voluntary donations (principally coming through our website). All these activities are conducted under our operating financial policies and procedures.

The Charities SORP requires the categorisation of funds as 'restricted' and 'unrestricted'. Grants from DSP are classified as 'restricted'. From time-to-time corporate awards are restricted to specified developmental goals. Board Policy is to seek unrestricted funds that allow a flexible balancing of incoming cash and outgoings, whilst retaining the demanding accountability of the funder. We have not quantified the value of volunteers' time in the Financial Statements.

Financial review

a. GOING CONCERN

Based on successful renewal of contracts with the DSP over a sustained period of time, and no indication to the contrary, the Directors believe there is every reason to continue as is. Government policy to date has governed the terms of the schemes but has not eliminated or fundamentally changed the two schemes under which we operate.

The Directors have prepared the attached accounts on the reasonable basis that Jobcare Limited will continue on a going concern basis.

b. PAY POLICY FOR SENIOR STAFF

We incur costs for three staff positions outside of DSP grant-aided positions:

- The CEO who is full-time, and the salary in 2016 was in the band of €70,001 to €80,000, which includes pension. There are no other allowances.

It is Board policy to review the CEO salary against external benchmarks for similar positions in the non-profit sector. The CEO salary was last adjusted in 2015 and the next review is due at the end of 2017.

- Two part-time staff, one in Accounts and one in Communications and their combined total pay is less than €40,000.

c. RESERVES POLICY

Board policy is to hold a minimum reserve to cover six weeks' expenditure. The Board views this level as a minimum operating buffer.

The actual operating reserve at any point in the year is monitored by the CEO and Accounts Manager, and is reported to the Finance Operating Committee at each meeting.

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DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 DECEMBER 2016

Plans for future periods

a. STRATEGIC PLANNING

The Strategic Plan has identified five **Action Areas**:

(i) Enhance jobseeker programmes

While we're happy with the services we currently provide, we do not want to rest on our laurels. Instead, our commitment will be to continually improve our programmes. We want our services to be attractive to clients; models of good practice to other organisations in our sector, to agencies, and to government.

(ii) Unlock the creative potential of staff and clients

We are optimistic in our worldview and recognise the infinite worth of every human being. So, we will endeavour to find ways to release the true potential of every work programme participant we work with and every client who enters our building or avails of our services.

(iii) Innovate client services: online, regional, enterprise

We live in a fast-changing world where the nature of work is constantly evolving. We will seek to understand the implications of these changes and be innovative in the solutions we adopt and the technologies we embrace to provide relevant solutions for our clients. While our main focus will always be Dublin we will also support individuals and organisations that have a heart for unemployed people in their cities and communities.

(iv) Strengthen internal business functions to support staff and services

We will organise ourselves in such a way as to maximise our impact. This will involve continually improving our IT Infrastructure, our day-to-day internal and external communications, our HR processes, and our relationships with clients and funders. In everything we do (as staff, management and Board) we will strive to maintain standards of good practice.

(v) Connect with Government, business, employers, volunteers, experts

As a small organisation we recognise that we cannot achieve our ambitious goals alone. But, as we 'seek the welfare of the city', we will look outwards, encouraging and welcoming the active engagement, involvement and support of individuals, organisations and agencies who want to journey with us in our mission to see peoples' lives transformed through finding employment.

As Jobcare pursues each of these action areas it will prioritise actions that enhance four **Cross-cutting Themes**:

(1) Ethos

Jobcare is a faith-based agency, and this faith informs and energises everything that we do. In all our decisions, initiatives and actions we will affirm the innate dignity and value of all persons, and will be committed to the warm personal support and wellbeing of those who are unemployed. We will exercise good practice in our corporate governance.

(2) Digital

We recognise that digital skills are essential requirements for people to find work, keep work and participate as active citizens in today's world. Using all the resources available to us, from the minute a client or work programme participant engages with Jobcare, we will consciously bring them on a digital journey whose goal is increased employability and active citizenship.

(3) Over 45s

Our research and experience tell us that people over 45 have particular difficulty in finding work, and a significant proportion of our clients fall into this age category. We will seek to understand the specific barriers they face and will develop targeted individual and group interventions to help them overcome these barriers. We will encourage employers to hire them.

(4) Resources

All of our strategic directions require adequate resourcing to be successful. We will re-orientate our marketing strategy to better engage and energise individuals, businesses, government agencies and philanthropic trusts, securing increased financial support for Jobcare and its initiatives.

JOB CARE

(A COMPANY LIMITED BY GUARANTEE)

DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 DECEMBER 2016

GOVERNANCE

Jobcare's CEO and Directors are committed to ensuring that Jobcare maintains a mature governance model for the organisation.

On 14 July 2016, the Board declared compliance with the Governance Code which is generally accepted best practice for the sector. This followed a comprehensive adoption process for Jobcare as a Type C organisation. Among other things this involved:

- documenting existing practice where necessary
- developing best practice operating procedures within the organisation
- articulating and adopting policy statements for the Board and wider organisation
- introducing new rhythms of reporting and review by the Board, CEO and managers of the organisation
- defining roles and responsibilities at all levels.

One of our Directors volunteers additional time on a weekly basis to monitor compliance with the Governance Code and oversee a formal review of compliance annually.

In response to changes in company law arising from the Charities Act 2014, Jobcare transitioned to a Company Limited by Guarantee (CLG) status. This involved the unanimous approval of a special resolution by Jobcare's Company Members in November 2016 adopting the change of name to Jobcare CLG and revised Constitution (Memorandum and Articles of Association) revised to bring it in line with current legislation.

Jobcare continues to absorb the implications of the Charities Act 2009, in particular the reporting requirements of the Charities Regulatory Authority that the Regulator is standardising for the sector. Jobcare is up-to-date with its reporting obligations to the Regulator and appears on the public register under CRA Register No: 20030643.

In 2015 the Directors adopted the Charities SORP for the organisation, ahead of any regulatory requirement to do so. SORP is a developing model, and it is the intention of the Board to continue improvements to the presentation of the annual Directors' Report and the Financial Statements in accordance with general interpretation and best practice of the Charities SORP.

Jobcare Limited held its last AGM on 22 September 2016 in the Exchange, 50 Lower Gardiner Street, covering the period 1 January 2015 to 31 December 2015. The AGM was attended by Jobcare's Company Members who received the Directors' Report and Financial Statements for 2015.

JOB CARE
(A COMPANY LIMITED BY GUARANTEE)

DIRECTORS' REPORT (continued)

FOR THE YEAR ENDED 31 DECEMBER 2016

DISCLOSURE OF INFORMATION TO AUDITORS

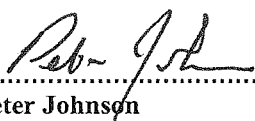
Each of the persons who are Directors at the time when this Directors' report is approved has confirmed that:

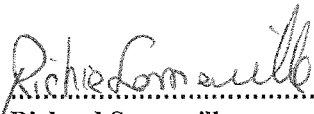
- so far as that Director is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

AUDITORS

The auditors, Ormsby & Rhodes, have indicated their willingness to continue in office in accordance with section 383(2) of the Companies Act 2014.

This report was approved by the Directors on **23/5/17** and signed on their behalf by:


.....
Peter Johnson
Director


.....
Richard Somerville
Director

JOBCARE

(A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF JOBCARE

We have audited the financial statements of Jobcare for the year ended 31 December 2016 which comprise the Statement of financial activities incorporating income and expenditure account, the Balance sheet, the Cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland).

This report is made solely to the charitable company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinion we have formed.

RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS

As explained more fully in the Directors' responsibilities statement, the Directors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Directors' report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2014.

JOB CARE
(A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF JOB CARE

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the company are sufficient to permit the financial statements to be readily and properly audited.
- The financial statements are in agreement with the accounting records.
- In our opinion the information given in the Directors' report is consistent with the financial statements.



Geoffrey Lewis
For and behalf of Ormsby & Rhodes

Chartered Accountants and Registered Auditors

9 Clare Street
Dublin 2

Date: *23 May 2017*

JOB CARE

(A COMPANY LIMITED BY GUARANTEE)

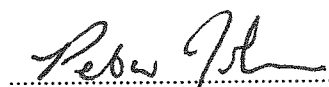
STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2016

	Note	Unrestricted funds 2016 €	Restricted funds 2016 €	Total funds 2016 €	Total funds 2015 €
INCOME FROM:					
Donations, grants and legacies	2	180,589	916,872	1,097,461	1,101,798
Activities for generating funds	3	27,623	-	27,623	28,187
TOTAL INCOME		208,212	916,872	1,125,084	1,129,985
EXPENDITURE ON:					
Raising funds	4	24,630	-	24,630	17,943
Charitable activities	5,6,7	151,429	916,379	1,067,808	1,076,007
Governance	8	29,642	984	30,626	29,335
TOTAL EXPENDITURE	9	205,701	917,363	1,123,064	1,123,285
NET INCOME / (EXPENDITURE) BEFORE TRANSFERS					
Transfers between Funds	17	2,511 (1,473)	(491) 1,473	2,020 -	6,700 -
NET INCOME BEFORE OTHER RECOGNISED GAINS AND LOSSES		1,038	982	2,020	6,700
NET MOVEMENT IN FUNDS		1,038	982	2,020	6,700
RECONCILIATION OF FUNDS:					
Total funds brought forward		49,821	-	49,821	43,121
TOTAL FUNDS CARRIED FORWARD		50,859	982	51,841	49,821

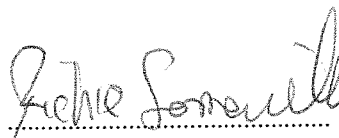
All activities relate to continuing operations.

Signed on behalf of the board:



Peter Johnson

23 May 2017



Richard Somerville

The notes on pages 21 to 30 form part of these financial statements.

JOB CARE

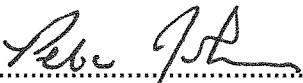
(A COMPANY LIMITED BY GUARANTEE)
REGISTERED NUMBER: 215563

BALANCE SHEET

AS AT 31 DECEMBER 2016

	Note	€	2016 €	€	2015 €
FIXED ASSETS					
Tangible assets	14		982		1,473
CURRENT ASSETS					
Debtors	15	134,965		98,981	
Cash at bank and in hand		67,909		97,343	
		<u>202,874</u>		<u>196,324</u>	
CREDITORS: amounts falling due within one year	16	(152,015)		(147,976)	
NET CURRENT ASSETS			<u>50,859</u>		<u>48,348</u>
NET ASSETS			<u>51,841</u>		<u>49,821</u>
CHARITY FUNDS					
Restricted funds	17		982		-
Unrestricted funds	17		50,859		49,821
TOTAL FUNDS			<u>51,841</u>		<u>49,821</u>

The financial statements were approved by the Directors on **23 May 2017** and signed on their behalf, by:


.....
Peter Johnson


.....
Richard Somerville

The notes on pages 21 to 30 form part of these financial statements.

JOB CARE
(A COMPANY LIMITED BY GUARANTEE)

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2016

	Note	2016 €	2015 €
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	19	<u>(29,434)</u>	<u>28,913</u>
Cash flows from investing activities:			
Purchase of fixed assets		<u>-</u>	<u>(1,965)</u>
Net cash used in investing activities		<u>-</u>	<u>(1,965)</u>
Change in cash and cash equivalents in the year		(29,434)	26,948
Cash and cash equivalents brought forward		<u>97,343</u>	<u>70,395</u>
Cash and cash equivalents carried forward	20	<u><u>67,909</u></u>	<u><u>97,343</u></u>

JOB CARE

(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2014.

Jobcare meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The accounts are fully compliant with FRS 102 and Charities SORP (FRS102).

The presentation currency is Euro.

1.2 Company status

The company is a company limited by guarantee. The members of the company are the Directors named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to €1.27 per member of the company.

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Directors in furtherance of the general objectives of the company 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 company for particular purposes. The costs 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.

1.4 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the volunteers is not recognised and refer to the Directors' report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the company which is the amount the company would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

JOB CARE

(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

1. ACCOUNTING POLICIES (continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Governance costs are costs incurred in conjunction with the administration of the company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Plant and machinery	-	15% Straight Line
Office equipment	-	15% Straight Line
Computer equipment	-	25% Straight Line

1.7 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

1.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.9 Cash at Bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

JOB CARE

(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

1. ACCOUNTING POLICIES (continued)

1.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation.

1.11 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2016 €	Restricted funds 2016 €	Total funds 2016 €	Total funds 2015 €
Donations	180,589	-	180,589	184,008
Grants - Training Programs	-	183,947	183,947	182,579
Grants - Work Programs	-	732,925	732,925	735,211
	<hr/>	<hr/>	<hr/>	<hr/>
Total donations and legacies	180,589	916,872	1,097,461	1,101,798
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

In 2015, of the total income from donations and legacies, €184,008 was attributable to unrestricted funds and €917,790 was attributable to restricted funds.

3. ACTIVITIES FOR GENERATING FUNDS

	Unrestricted funds 2016 €	Restricted funds 2016 €	Total funds 2016 €	Total funds 2015 €
Training courses	6,650	-	6,650	12,175
Services provided	20,973	-	20,973	16,012
	<hr/>	<hr/>	<hr/>	<hr/>
	27,623	-	27,623	28,187
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

In 2015, of the total activities for generating funds income, €28,187 was attributable to unrestricted funds and €NIL was attributable to restricted funds.

JOB CARE

(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

4. ANALYSIS OF EXPENDITURE ON RAISING FUNDS

	Unrestricted funds 2016 €	Restricted funds 2016 €	Total funds 2016 €	Total funds 2015 €
Fundraising expenses				
Other expenses	2,992	-	2,992	3,619
Wages and salaries	21,638	-	21,638	14,324
Net expenditure from analysis of expenditure on raising funds	<u>24,630</u>	<u>-</u>	<u>24,630</u>	<u>17,943</u>

5. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted funds 2016 €	Restricted funds 2016 €	Total funds 2016 €	Total funds 2015 €
Training Programs	-	184,438	184,438	182,150
Training Programs	68,093	-	68,093	58,562
Work Programs	-	731,941	731,941	756,249
Work Programs	83,336	-	83,336	79,046
	<u>151,429</u>	<u>916,379</u>	<u>1,067,808</u>	<u>1,076,007</u>

In 2015, of the total expenditure, €137,608 was expenditure from unrestricted funds and €938,399 was expenditure from restricted funds.

6. DIRECT COSTS ON CHARITABLE ACTIVITIES

	Training Programs- Restricted €	Training Programs- Unrestricted €	Work Programs- Restricted €	Work Programs- Unrestricted €	Total 2016 €	Total 2015 €
Staff/ participant training	-	1,170	4,404	1,711	7,285	15,097
Participant travel	12,248	-	-	-	12,248	15,564
CE Fuel allowance	-	-	10,573	-	10,573	11,460
Wages and salaries	151,714	35,946	687,727	52,006	927,393	943,954
At 31 December 2016	<u>163,962</u>	<u>37,116</u>	<u>702,704</u>	<u>53,717</u>	<u>957,499</u>	<u>986,075</u>

JOB CARE

(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

6. DIRECT COSTS ON CHARITABLE ACTIVITIES (continued)

In 2015, the company incurred the following Direct costs:

€163,292 in respect of Training Programs- Restricted

€39,111 in respect of Training Programs- Unrestricted

€726,919 in respect of Work Programs- Restricted

€56,753 in respect of Work Programs- Unrestricted

7. SUPPORT COSTS ON CHARITABLE ACTIVITIES

	Training Programs- Restricted €	Training Programs- Unrestricted €	Work Programs- Restricted €	Work Programs- Unrestricted €	Total 2016 €	Total 2015 €
Health, safety and welfare	-	1,700	394	2,462	4,556	3,638
Insurance	1,110	1,095	4,713	1,643	8,561	4,797
Light and heat	1,804	(232)	5,341	(348)	6,565	7,439
Canteen and cleaning	2,034	1,306	2,433	1,900	7,673	5,738
Materials and resources	156	27	-	39	222	957
Repairs and maintenance	4,296	3,243	156	4,855	12,550	1,113
Printing, postage and stationery	3,667	250	3,528	363	7,808	12,855
Advertising	-	53	-	77	130	914
Telephone	1,609	721	5,936	1,045	9,311	8,727
Computer costs	-	1,050	4,264	1,523	6,837	9,232
Equipment hire	841	-	1,961	-	2,802	2,906
Travel and subsistence	-	2,591	-	3,758	6,349	6,513
Rent and services	3,800	17,991	-	11,402	33,193	20,584
Bank charges	128	438	79	636	1,281	1,305
General expenses and subscriptions	540	744	432	264	1,980	1,383
Depreciation	491	-	-	-	491	1,831
At 31 December 2016	<u>20,476</u>	<u>30,977</u>	<u>29,237</u>	<u>29,619</u>	<u>110,309</u>	<u>89,932</u>

In 2015, the company incurred the following Support costs:

€18,858 in respect of Training Programs- Restricted

€19,451 in respect of Training Programs- Unrestricted

€29,330 in respect of Work Programs- Restricted

€22,293 in respect of Work Programs- Unrestricted

JOB CARE

(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

8. GOVERNANCE COSTS

	Unrestricted funds 2016 €	Restricted funds 2016 €	Total funds 2016 €	Total funds 2015 €
Auditors' remuneration	4,017	984	5,001	4,000
Other expenses	7,685	-	7,685	7,502
Wages and salaries	17,940	-	17,940	17,508
Depreciation - tangible fixed assets	-	-	-	325
	<u>29,642</u>	<u>984</u>	<u>30,626</u>	<u>29,335</u>

9. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

	Staff costs 2016 €	Depreciation 2016 €	Other costs 2016 €	Total 2016 €	Total 2015 €
Expenditure on fundraising activities	21,638	-	2,992	24,630	17,943
Costs of generating funds	<u>21,638</u>	<u>-</u>	<u>2,992</u>	<u>24,630</u>	<u>17,943</u>
Training Programs- Restricted	151,714	491	32,233	184,438	182,150
Training Programs- Unrestricted	35,946	-	32,147	68,093	58,562
Work Programs- Restricted	687,727	-	44,214	731,941	756,249
Work Programs- Unrestricted	52,006	-	31,330	83,336	79,046
Charitable activities	<u>927,393</u>	<u>491</u>	<u>139,924</u>	<u>1,067,808</u>	<u>1,076,007</u>
Expenditure on governance	17,940	-	12,686	30,626	29,335
	<u>966,971</u>	<u>491</u>	<u>155,602</u>	<u>1,123,064</u>	<u>1,123,285</u>

10. ANALYSIS OF RESOURCES EXPENDED BY ACTIVITIES

	Activities undertaken directly 2016 €	Support costs 2016 €	Total 2016 €	Total 2015 €
Training Programs- Restricted	163,962	20,476	184,438	182,150
Training Programs- Unrestricted	37,116	30,977	68,093	58,562
Work Programs- Restricted	702,704	29,237	731,941	756,249
Work Programs- Unrestricted	53,717	29,619	83,336	79,046
Total	<u>957,499</u>	<u>110,309</u>	<u>1,067,808</u>	<u>1,076,007</u>

JOB CARE
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

11. NET INCOMING RESOURCES/(RESOURCES EXPENDED)

This is stated after charging:

	2016	2015
	€	€
Depreciation of tangible fixed assets:		
- owned by the charity	491	2,156
Auditors' remuneration	5,001	4,000

During the year, no Directors received any remuneration (2015 - €NIL).

During the year, no Directors received any benefits in kind (2015 - €NIL).

During the year, no Directors received any reimbursement of expenses (2015 - €NIL).

12. AUDITORS' REMUNERATION

The Auditor's remuneration amounts to an Audit fee of €5,001 (2015 - €4,000).

JOB CARE
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016

13. STAFF COSTS

Staff costs were as follows:

	2016	2015
	€	€
Wages and salaries	<u>966,971</u>	<u>975,786</u>

The average number of employees was: 59 (2015: 59) and the average monthly number of employees during the year expressed as full time equivalents was as follows (including casual and part-time staff):

	2016	2015
	No.	No.
CE Participants	47	50
Scheme Funded Staff	7	7
CEO Office	2	2
	<u>56</u>	<u>59</u>

The number of higher paid employees was:

	2016	2015
	No.	No.
In the band € 70,001 - € 80,000	1	0

Capitalised employee costs during the year amounted to €NIL (2015- €NIL).

14. TANGIBLE FIXED ASSETS

	Plant and machinery €	Office equipment €	Computer equipment €	Total €
Cost				
At 1 January 2016 and 31 December 2016	<u>3,630</u>	<u>40,399</u>	<u>50,661</u>	<u>94,690</u>
Depreciation				
At 1 January 2016	3,630	40,399	49,188	93,217
Charge for the year	-	-	491	491
At 31 December 2016	<u>3,630</u>	<u>40,399</u>	<u>49,679</u>	<u>93,708</u>
Net book value				
At 31 December 2016	<u>-</u>	<u>-</u>	<u>982</u>	<u>982</u>
At 31 December 2015	<u>-</u>	<u>-</u>	<u>1,473</u>	<u>1,473</u>

JOB CARE
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

15. DEBTORS

	2016 €	2015 €
Trade debtors	1,700	5,370
Prepayments	19,809	16,900
Accrued grants	112,091	70,430
Other debtors	1,365	6,281
	<u>134,965</u>	<u>98,981</u>

16. CREDITORS: Amounts falling due within one year

	2016 €	2015 €
Trade creditors	3,032	8,536
Accruals	5,827	5,760
Deferred grants	143,156	133,680
	<u>152,015</u>	<u>147,976</u>

17. STATEMENT OF FUNDS

	Brought Forward €	Income €	Expenditure €	Transfers in/out €	Carried Forward €
Unrestricted funds					
General Funds - all funds	49,821	208,212	(205,701)	(1,473)	50,859
Restricted funds					
Restricted Funds - all funds	-	916,872	(917,363)	1,473	982
Total of funds	<u>49,821</u>	<u>1,125,084</u>	<u>(1,123,064)</u>	<u>-</u>	<u>51,841</u>

SUMMARY OF FUNDS

	Brought Forward €	Income €	Expenditure €	Transfers in/out €	Carried Forward €
General funds	49,821	208,212	(205,701)	(1,473)	50,859
Restricted funds	-	916,872	(917,363)	1,473	982
	<u>49,821</u>	<u>1,125,084</u>	<u>(1,123,064)</u>	<u>-</u>	<u>51,841</u>

JOB CARE
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2016

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2016 €	Restricted funds 2016 €	Total funds 2016 €	Total funds 2015 €
Tangible fixed assets	982	-	982	1,473
Current assets	202,874	-	202,874	196,324
Creditors due within one year	(152,997)	982	(152,015)	(147,976)
	<u>50,859</u>	<u>982</u>	<u>51,841</u>	<u>49,821</u>

19. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2016 €	2015 €
Net income for the year (as per Statement of financial activities)	2,020	6,700
Adjustment for:		
Depreciation charges	491	2,156
(Increase)/decrease in debtors	(35,984)	51,339
Increase/(decrease) in creditors	4,039	(31,282)
Net cash (used in)/provided by operating activities	<u>(29,434)</u>	<u>28,913</u>

20. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2016 €	2015 €
Cash in hand	67,909	97,343
Total	<u>67,909</u>	<u>97,343</u>

21. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.

22. APPROVAL OF FINANCIAL STATEMENTS

The board of directors approved these financial statements for issue on **23 May 2017**