

Our Annual Report 2024

**Enhancing Lives of
Disabled Islanders**





Jim Hopley MBE

The year 2024 was one of considerable success and consolidation in far from easy circumstances for Jersey Cheshire Home.

Under the more than capable leadership of Donna Abel, supported by the whole of the executive team and indeed the full range of her colleagues, 2024 was yet another challenging but fulfilling year in our quest to live up to our mission in support of islanders with disabilities.

Nothing ever comes easy for the Home and this year was no different as old and new threats and concerns came at us from many angles. Despite all the challenges, we ended the year in a significantly stronger position with a performance that was probably the most impressive for more than a decade.

Like most charities we suffered the impact of what could be described as the “Cost of Living” crisis, which impacted not only our own expenses, which saw many elements of our operational costs rising much faster than overall inflation, but also put strains on our supporters, both individual and corporate.

Our Honorary Chair

We needed to be constantly vigilant in controlling all the elements that we could and in looking for support wherever we could find it, something I am pleased to say we have been successful in achieving. In this context, we are forever grateful to the many individual supporters who have come forward but also to our impressive and ever-growing range of funders, including the Association of Jersey Charities, the Jersey Community Foundation, and the GLS Wills Trust, amongst many others.

Our long-term objective is to put the Home in a financially stable position that significantly reduces the dependence on investment income and volatile donations to balance our books. We are not fully there yet, but we have made serious strides forward through some of the actions reported elsewhere in this report. There is much more to come in 2025, and credit here should be offered to our management team, which has been dedicated to this end and is super innovative in proposals and actions to strive to achieve the desired result.

Without doubt, our biggest challenge is working with the Health and Social Services Departments to ensure that the funding levels achieved through Long Term Care are maximised to cover as much as possible of the true cost of the quality of care we strive constantly to supply to our residents and other dependent users of our services. We are unique in what we do, and it is essential that our operational costs are covered as far as they can be. There is no easy solution to this, but at least our case has been forcibly presented to the Government at the highest levels, and it is pleasing to report that into 2025 some significant progress has been and hopefully will continue to be made.

In all of this, we are forever conscious of meeting the needs of our clients first and foremost to live up to our purpose of enhancing the lives of as many islanders with disabilities as we can. We have numerous residents and others who, along with their families and friends, are dependent on us, which we must never forget. Thanks to the fantastic efforts of our total range of colleagues, backed by our growing band of volunteers and supporters, we are hopefully achieving this objective.

Finally, it would be remiss of me here if I didn’t again register my personal thanks to all our colleagues and, in particular, the Management Team for all they have and continue to achieve. Also, I certainly need to recognise and acknowledge the support of all of my fellow Foundation Committee members (past and present) and others on our various sub-committees that are vital through their inputs and guidance in contributing to the continued success and wellbeing of the organisation.

Our Foundation Committee

Honorary Chair of Foundation Committee:

Jim (John) Hopley

Deputy Chair:

Richard Woolsey

Honorary Secretary:

Paul Coundley

Honorary Treasurer:

Jimmy McCormack

Committee Members:

Mary O'Keeffe

Stuart Wright

Peter Shirreffs

Melanie Coleman

Dr Alex McCullough

Our Leadership Team



Donna Abel
Chief Executive Officer



Lily Opinca
Registered Manager



Kamila Neil
Finance and
Administration Manager



Tony Goodwin
Deputy Manager



Adrian Doolan
Site and Facilities
Manager / Head chef



Petra Le Brocq
HR Manager



Fulfilling our Mission Enhancing Lives of Islanders with Disabilities





As we reflect on 2024, I am proud to report a year filled with progress, innovation, and resilience.

Despite significant financial challenges, the Jersey Cheshire Home community remained strong and focused on our mission of enhancing the lives of Islanders with disabilities. The following summary outlines key highlights, challenges, and our vision for 2025.

Donna Abel

As we look back on 2024, it's clear that despite the challenges, it's been a year of connection, creativity, and progress for Jersey Cheshire Home. From unforgettable events to new partnerships and improvements to our facilities, we've achieved a great deal together.

One of the standout moments was our Opera Evening, where we welcomed 120 guests for a magical night of music and community spirit. Our Summer Ball was another highlight, a sold-out evening filled with energy and growing support for our work. We were proud to take part in the Battle of Flowers and Wheelchair Art initiative, which showcased the creativity and inclusion at the heart of our home.

We also opened our Community Centre, which quickly became a vibrant space thanks to initiatives like Pay It Forward, encouraging generosity and connection. On the development side, we added a new room and began work on the Garden Project, a peaceful space we're excited to complete. Campaigns like Wear Red, as well as advocacy talks, new volunteers, and successful fundraisers including the Golf Day, Christmas Raffle, Gran Fondo and the launch of Trek Vietnam, helped raise both funds and awareness. This year, we again proudly opened our doors to other charities like Eyecan, the Parkinson's Group, and Dementia Jersey, who used our facilities and collaborated on events, something we hope to build on.

Our Chief Executive Officer

We also faced some tough challenges during 2024. Like many in the sector, funding continues to be our biggest concern. Rising operational costs and reduced event attendance stretched our budget. The Cost of Living uplift for Long-Term Care didn't meet our expectations, though we're grateful for short-term government support and reassured by their commitment to a full review of the Long-term Care system by July 2025.

Our financial performance was very well contained and within the budget; we are still operating with a significant deficit, which has and continues to improve with the strategic focus on financial sustainability, productivity, and growth.

To manage costs while protecting services, we made the strategic decision to outsource our Pool and Gym to CNS Neuro Rehabilitation & Elderly Care Ltd a team of specialist Physiotherapists and Occupational Therapists who provide assessment and rehabilitation for adults with neurological conditions and older adults who are experiencing difficulty with their mobility or independence. This ensures our residents continue receiving high-quality therapy from Derya, Georgie, and Sophie. We're also delighted that Phil has moved into a new role as Wellbeing Officer, helping support our residents' daily activities and mental health.

Looking ahead to 2025, we're focused on completing the Garden Project, adding two more rooms to increase our capacity, and relocating and upgrading our gym to improve rehabilitation. We also aim to see the Community Centre become an even more active hub for events and support.

A key goal is to be involved in the Long-Term Care review, and we want to strengthen partnerships with Health and Social Care teams to better serve Islanders with disabilities. Most of all, we're excited to continue working with fellow charities, sharing resources and creating meaningful opportunities for collaboration.

To our residents, families, colleagues, volunteers, donors, and wider supporters thank you. Your time, generosity, and belief in our mission are what make all this possible.

We step into 2025 with hope, determination, and the same strong commitment to enhancing the lives of Islanders with disabilities.



Fulfilling Our Purpose

Our Purpose:

Providing a home, specialist care and advocacy for islanders with disabilities.

Jersey Cheshire Home continues to provide a high-quality, Home from Home with person-centered nursing and personal care for adults with physical disabilities and/or sensory impairments, supporting their independence, wellbeing, and quality of life in a safe, inclusive, and supportive environment.

Our Key Statistics 2024

- 31 full-time residents
- 1 respite room
- 80% co-morbidities
- 2 residents were rehabilitated and now living at home
- 6 residents' meetings took place
- 1 additional room built
- Operational deficit £487,616
- 84 Colleagues





Our Therapies

- 6,448 internal therapy (physiotherapy and aqua therapy) and wellness sessions reflect a strong commitment to preventative care, reducing long-term complications, hospital admissions, and improving the overall quality of life for our residents.
- 4,680 therapy sessions for external users extend this impact into the broader community, promoting inclusion and offering specialised services that may not be easily accessible elsewhere.

We formed a strategic partnership with CNS - Neuro rehab and elderly care specialist to take over the running our therapies department from January 2025.

Jersey Care Commission Inspection

Summary of Inspection Findings (November 2024)

Focus Areas: Safety, effectiveness, responsiveness, caring, leadership, pressure relief management.

Key Strengths	Evidence
Safe Environment	Strong risk assessment procedures, regularly updated
Effective Recruitment	Comprehensive processes and staff induction
Collaborative Care	Proactive involvement with healthcare professionals
Caring Culture	Person-centred care plans, positive staff-client relationships
Staff Wellbeing	Mental health first aiders, “kind mugs,” colleague of the month, and other morale-boosting initiatives
Pressure Ulcer Management	Well-managed with good equipment, training, and documentation
Leadership	Supportive and open management style

Areas for improvement include enhancing afternoon staffing levels, updating medication management practices, and aligning operational policies with Jersey legislation, these are all part of our continuous improvement efforts.





Pay it forward

Let's make the world a kinder place

Our Objectives

Objectives	Evidence
Providing residential accommodation in our own facilities.	We have increased the number of rooms in 2024 from 30 to 31, with plans approved for an additional 2 rooms in 2025.
Providing specialist care in our own accommodation or for islanders in their own home.	This is something we have explored in relation to delivering warden services, we will continue to explore this as we move towards greater financial stability.
Enabling outside users to benefit from the specialist care and facilities available through Jersey Cheshire Home	Outside users are benefiting from our facility as well as the JCH centre, where we welcomed over 5,000 people in 2024.
Sharing knowledge and expertise to upskill those who support disabled people in Jersey.	We delivered three awareness, and advocacy talks for the community in 2024.
Being a voice for the needs of disabled islanders.	We participate in meetings with the Government around the complex needs and long-term support requirements for our residents.
To operate sustainably both financially and environmentally.	Our financial performance has improved greatly, and our environmental credentials are strong.

Our Feedback

Colleagues feel valued and supported.

Care receivers appreciate the service and feel a sense of community.

Cultural celebrations and inclusive activities promote resident engagement.

Jersey Cheshire Home is delivering a high standard of care with a clear commitment to improvement. Despite some identified areas for development, the service has already taken steps to address these, indicating proactive and effective leadership.





Our Colleagues

- 244 courses completed in 2024
- 62 permanent and 22 bank colleagues
- 34 years longest length of service
- 49 average age
- 89 colleague of the month nominations, 18 winners
- 12 colleagues rewarded the Mug of Kindness
- 52 DBS checks completed
- 3 team-building events
- 14 work experience students
- 248 supervisions and 62 performance reviews
- Employment status
 - 56 Entitled colleagues
 - 4 Registered
 - 2 Licensed

Our Learning and Development

- 48 colleagues First Aid Training
- 43 colleagues Meal Times Matters
- 27 colleagues Fire Marshal Training
- 34 colleagues Manual Handling
- 9 colleagues Mental Health First Aid Training
- 3 colleagues level 2 Diploma in Care
- 11 colleagues and volunteer drivers of specialist vehicles disability awareness training
- 1 colleague level 3 CIPD
- 1 colleague NEBOSH National General Certificate
- 1 colleague Level 5 Diploma in Health and Social Care

“We actively foster inclusivity through open conversations. We always ensure we have one-on-one conversations through supervisions and appraisals, as well as through our open-door policy. One of our objectives for 2024 was to provide our supervisees and supervisors with knowledge about what supervisions are and how to effectively conduct them. The training was delivered by Dr. Julie Luscombe, who has worked closely with our team in various capacities for over one and a half years.”

Petra Le Brocq HR Manager

Do you work with someone that deserves
recognition for

‘Colleague of the Month’

and by doing so displays and promotes the 6 C’s?

If so, nominate them for a chance to win

TWO CINEMA TICKETS



Care



Compassion



Competence



Communication



Courage



Commitment

Simply complete a nomination card and send it in to hr@jch.je.

All nominations will be reviewed, and a colleague(s) will be selected each month by the Leadership team.

Successful nomination(s) will be rewarded with **TWO CINEMA TICKETS**.

(All nomination cards can be found at the reception or can be downloaded from our Colleagues JCH webpage.)



<https://jch.je/colleagues/>

Care * Compassion * Competence * Communication * Courage * Commitment

VOLUNTEER HANDBOOK



**YOU
ARE A
STAR!**

Our Volunteers

Every single minute given to us by our volunteers is a gift that enhances the lives of our residents and strengthens the spirit of Jersey Cheshire Home.

Our volunteers play a vital role at JCH. With a total of 24 volunteers, including 15 who joined us in 2024, they assist in a variety of activities. These include helping regularly in our dining room and Community Centre, organising their own activities such as quizzes and games, and spending time chatting with our residents.

Additionally, they help with decorations, create goods for sale, and contribute in many other valuable ways. Two volunteers have left us to enjoy retirement and travel. In February 2024, we introduced the Volunteer Handbook. It is a valuable resource not only for our new volunteers but also for students who participate in work experience with us.

They can access information about what we do, compliance, how to address any concerns, health and safety protocols, frequently asked questions by volunteers, and more.

Some of our volunteers have actively contributed their experience to help create this useful handbook.

Our colleagues also nominated some of our volunteers for the 'Colleague of the Month' award, which was fantastic to see, as it recognises their incredible support alongside that of others, and we will continue to do this.

In 2024, we also shared training opportunities with them to enhance their effectiveness in their roles.

We believe that our new role, effective from January 2025, which will work alongside our Activities Coordinator as a Wellbeing Officer, will provide a great opportunity for our volunteers who want to spend more time with our residents.

We look forward to welcoming more volunteers and working together to make a positive impact in our organisation while enhancing the lives of our residents in our Home or Community Centre in 2025.

Our Technology

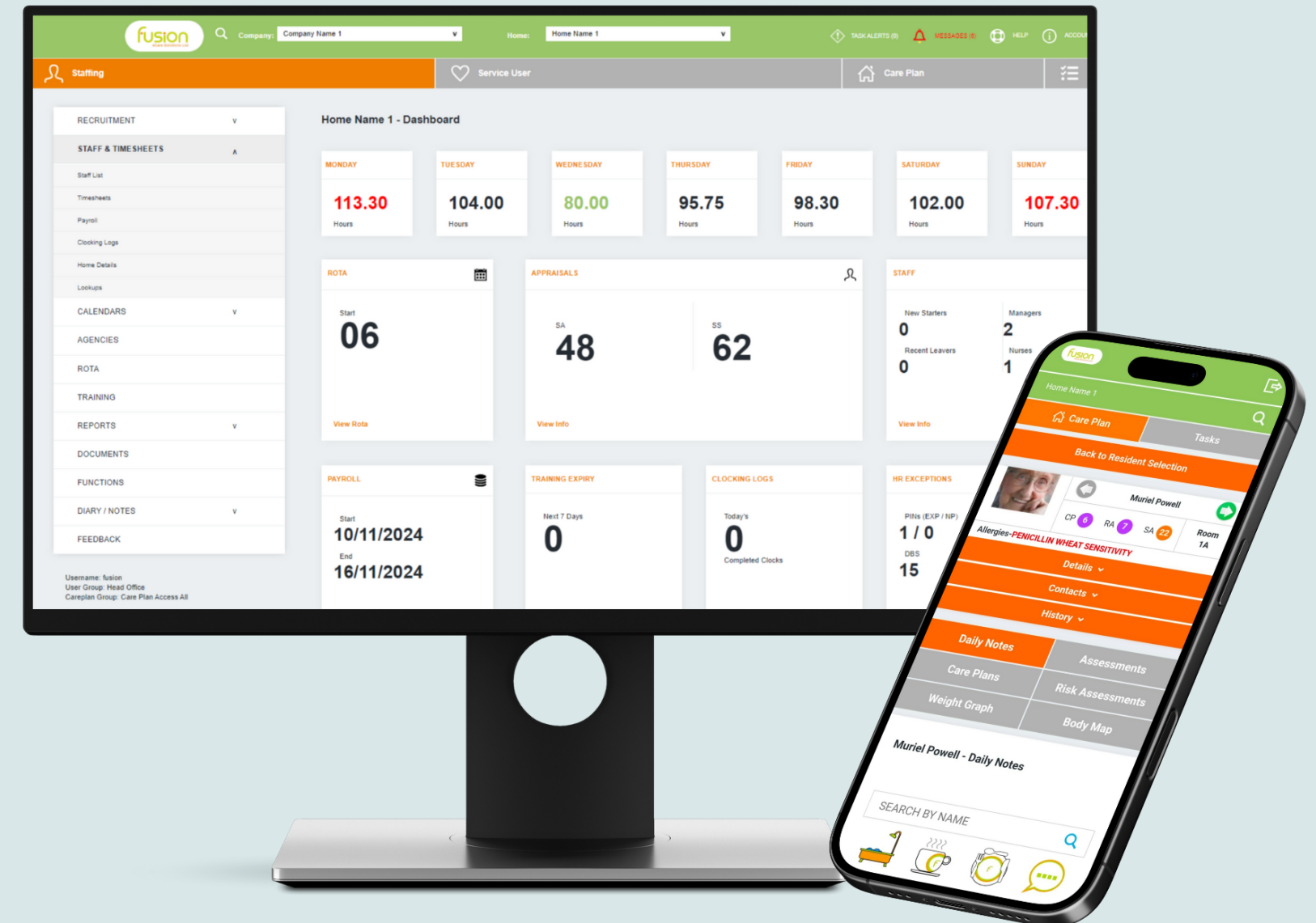
- E – Learning Courses – Fusion

Fusion eCare Staff App Launch

‘We strive to leverage the technology already available to us to make our work more efficient and easier, while also reducing paper usage whenever possible.’

In March, we introduced the new Fusion eCare Staff App, which is an extension of our already implemented HR system that allows our colleagues to request their holiday, see its approval, check how many entitlements they have left, and view any previously requested holidays etc.

Although we faced some hiccups, we have been using it, and it has proven to work well. It has sped up the process and is completely paperless!



RISK REF	RISK AREA	DESCRIPTION OF RISK	Pre mitigati	Post mitigati
2.d	Operational	Recruitment and retention risk, Talent Management, Innovation and succession planning risk.	12	12
2.i	Operational	Force Majeure - unforeseen circumstance	15	12
3.a	Financial	Systemic financial failure risk	16	9
3.c	Financial	Inadequate reserve & cash flow	15	8

IMPACT	Extreme/Catastrophic	5	5	10	15	20	25
	Major	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Minor	2	2	4	6	8	10
	Insignificant	1	1	2	3	4	5
		1	2	3	4	5	
		Remote	Unlikely	Possible	Probable	Highly probable	
		LIKELIHOOD					

There are no major, extreme, or catastrophic risks identified post-risk mitigation. The moderate risks relate to recruitment, unforeseen circumstances, and financial health.

JCH takes safeguarding very seriously and has enhanced our insurance provision to also protect our colleagues.

Cybersecurity is an emerging risk; this was added to the risk register in 2024 with a risk rating of 16 and a post mitigation rating of 8.

Our Risks

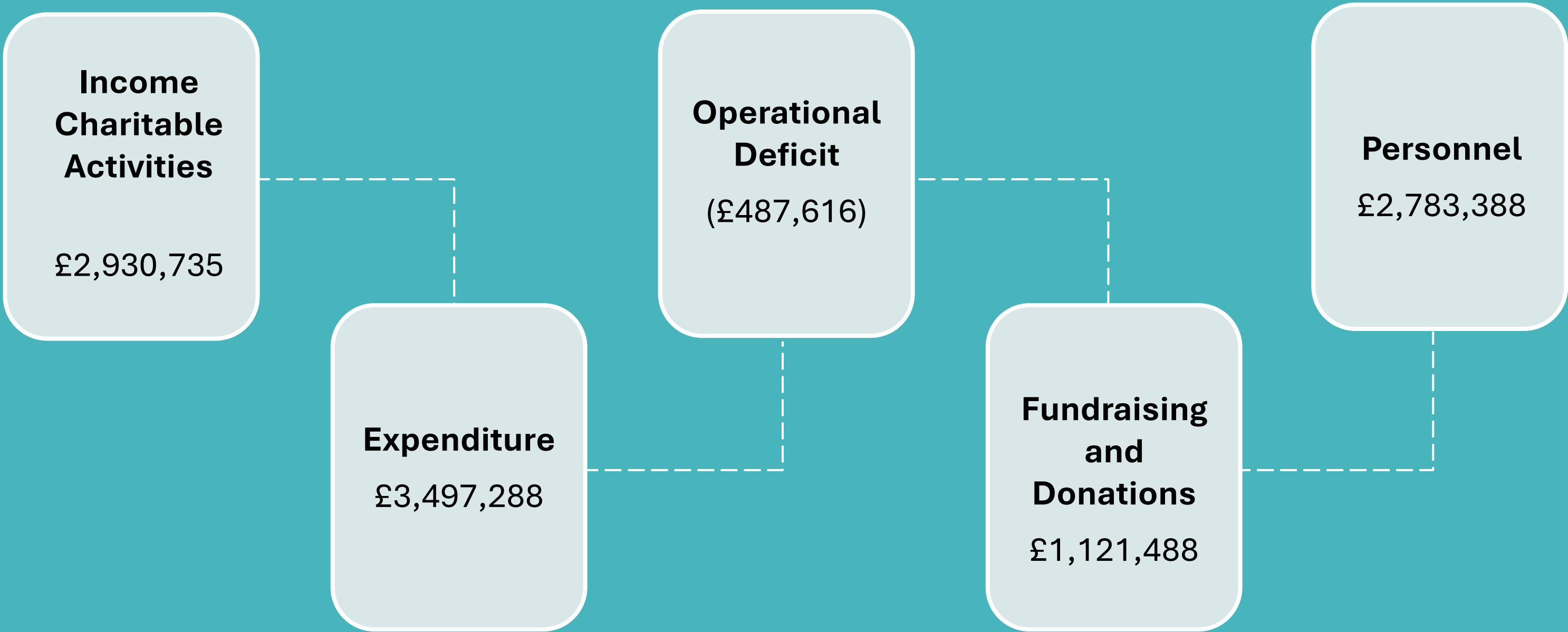
The Jersey Cheshire Home Risk Register 2024 outlines several strategic and operational risks facing the charity, reviewed annually by the Foundation Committee.

Key strategic risks include increasing future demand for services, the need for a robust structure, and corporate governance vulnerabilities.

These highlight concerns about maintaining sustainable service delivery given the cost to operate and attracting new colleagues.

Each risk is assessed by likelihood and impact, with pre- and post-mitigation ratings provided. Mitigation actions range from policy reviews and staff training to technological audits and governance improvements, aligning efforts with Care Commission Standards to ensure safe and effective care delivery.

Key Financials 2024





Our Impact

Key Areas of Focus	Our Impact
Health and Wellbeing Outcomes	<ul style="list-style-type: none">Residents enjoy improved physical and mental health due to full-time care and therapy.Families benefit from reduced stress due to respite support.Community programmes combat isolation, reduce loneliness and increase engagement.
Economic and Social Outcomes	<ul style="list-style-type: none">£6 million in estimated savings to the public purse due to reduced hospital stays, the requirement to provide care beds and social care needs.62 individuals employed in permanent roles, supporting the local economy, paying into pension schemes, and skill development.Volunteer contributions valued at over £93,000, enhancing social cohesion.
Preventative and Long-Term Impact	<ul style="list-style-type: none">Ongoing care and therapy reduce long-term medical needs, promote independence, and improve the quality of life for both residents and community participants.Reduced demand on the Hospital.

Our Social Return on Investment

**SROI= £3.82 for
every £1 invested**

For **every £1** spent on Jersey Cheshire Home's services (like care, therapy, community programmes, etc.), there is a return of almost **£4 worth of benefit** to individuals and the community.





Our Social Impact

- 6,240 volunteer hours per annum and 24 regular volunteers show a strong community engagement, enhancing services, combating loneliness, and building a culture of compassion and giving.
- 504 student placement hours help shape the next generation of healthcare and social care professionals. These placements not only build future workforce capacity but also promote greater understanding and awareness of disability inclusion.



Our Environment

- With our 166 solar panels we have saved 38,800kg of CO2 Emission which is equivalent to planting 2,348 trees since 2022.
- 23% of our total electricity consumption in 2024 was generated through solar and we are using 96% of what we produce.



member
business

We opened the JCH Centre in January 2024 in partnership with Andium Homes. Open 35 hours per week, the community center provides a hub for social connection, mental wellness, and inclusive activities, countering isolation.

Over 1,500 operational hours annually and 500 community users served to show the JCH Community Centre reach and impact as a vital resource for inclusion, recreation, and support for people with and without disabilities.



Socialise. Make Friends. Have Fun
at The JCH Centre!

JERSEY CHESHIRE HOMES
Supporting islanders with disabilities



Financial Summary

Financially, the Home continued to operate at a deficit in 2024, requiring substantial donations and investment income to cover its annual running costs. One pleasing aspect was we managed to reduce our operating deficit down from prior year levels, and as such achieved on our financial goal in 2024 of reducing this deficit year on year towards becoming a self-funding operation.

In 2024 our total income rose by over 20% on 2023 to £4.2 million and it was pleasing to see this uplift was generated across all income streams. The Home considers itself fortunate to continue to receive donations and legacies, and in 2024 received £873k, and demonstrates the stellar work from the fundraising team. We've also received £196k from investments, and charitable activities generated £2.9m.

As of December 2024, the investment portfolio was valued at £3.4m, an increase of £190k during the year, though we have since seen disturbance in the markets following the US elections. The Foundation Committee actively manages these funds through professional investment managers and sub-committees focused on investment and finance, to mitigate against these risks.

2024 has seen the cost-of-living increases continue to bite, where Jersey RPI's percentage ranged from 7.5% at the start of the year to 2.5% by the year-end. This compounding of increases year-on-year continued to place severe inflationary pressures on our operations and financial stability.

In this context it is pleasing to report that our total cost incurred towards our fundraising efforts and charitable activities, only rose by 4.35%. Our largest cost category, "Wages and Salaries" rose by 5.27%, at a time of great wage inflation in the market and demonstrated prudent but fair approach to our colleagues. Total expenditure for the year finished up at £3.57 million.

To address our ongoing funding challenges, the Home continues dialogue with the Government regarding funding for long-term care residents, invested in renewable energy to reduce costs, implemented our new pricing policy and engages with the community to maintain a high profile for fundraising efforts. Our reserve policy was also reviewed during 2024 to ensure current financial commitments and service levels continue to be met, and future strategic objectives can be delivered upon as they arise.

In summary, though 2024 had its financial challenges, The management team of the Home continue to display great energy in their fundraising and income generation activities, while also ensuring all costs were justified, to deliver a strong set of financial results, increasing our net funds by £637,017 during the year.

Financial Statements

Statement of Financial Position As at 31 December 2024

	2024			2023		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£	£	£	£
Fixed Assets						
Tangible fixed assets	3,212,827	-	3,212,827	3,157,228	-	3,157,228
Investments	3,351,364	-	3,351,364	3,162,012	-	3,162,012
	6,564,191	-	6,564,191	6,319,240	-	6,319,240
Current Assets						
Debtors	203,536	-	203,536	238,315	-	238,315
Short term deposits	287,925	440,410	728,335	458,703	199,732	658,435
Cash at bank and in hand	491,056	-	491,056	222,551	-	222,551
	982,517	440,410	1,422,927	919,569	199,732	1,119,301
Creditors: amounts falling due within one year	271,698	-	271,698	354,236	-	354,236
Net current Assets	710,819	440,410	1,151,229	565,333	199,732	765,065
Creditors: amounts falling after one year	2,095	-	2,095	7,997	-	7,997
Net Assets	7,272,915	440,410	7,713,325	6,876,576	199,732	7,076,308
Restricted Funds						
Restricted Funds	-	440,410	440,410	-	199,732	199,732
Unrestricted Funds						
General fund	7,272,915	-	7,272,915	6,876,576	-	6,876,576
Net Funds	7,272,915	440,410	7,713,325	6,876,576	199,732	7,076,308

Financial Statements

Statement of Financial Activities For the year ended 31 December 2024

Income and endowments

Donations and legacies
JCH Membership
Activities for generating funds
Income from investments
Income from charitable activities

Total incoming and endowments

Expenditure

Raising funds
Charitable activities

Total expenditure

Net gains on revaluation and disposal of investments
Loss on disposal of fixed assets
Allowance for doubtful debt
Transfers between funds

Net movement in funds

Funds brought forward at 1 January

Funds carried forward at 31 December

Unrestricted Funds	Restricted Funds	Total funds 2024	Unrestricted Funds	Restricted Funds	Total funds 2023
£	£	£	£	£	£
125,247	747,750	872,997	153,525	559,872	713,397
235	-	235	235	-	235
248,491	-	248,491	109,164	-	109,164
196,421	-	196,421	85,879	-	85,879
2,930,735	-	2,930,735	2,643,261	-	2,643,261
3,501,129	747,750	4,248,879	2,992,064	559,872	3,551,936
75,663	-	75,663	83,753	-	83,753
3,418,351	78,937	3,497,288	3,274,385	77,257	3,351,642
3,494,014	78,937	3,572,951	3,358,138	77,257	3,435,395
98,790	-	98,790	190,331	-	190,331
(5,520)	-	(5,520)	-	-	-
(132,181)	-	(132,181)	-	-	-
428,135	(428,135)	-	371,858	(371,858)	-
396,339	240,678	637,017	196,115	110,757	306,872
6,876,576	199,732	7,076,308	6,680,461	88,975	6,769,436
7,272,915	440,410	7,713,325	6,876,576	199,732	7,076,308

Welcome to our
Summer Celebration 2024

JERSEY CHESHIRE HOME
Supporting islanders with disabilities

Tonights
Auction and Raffle Prizes

Kindly Supported by





 30 ROOMS
10 of which are air conditioned

 24/7
Around the clock nursing care

 15 YEARS
Awarding residents a stay

 £8,500
Daily running costs

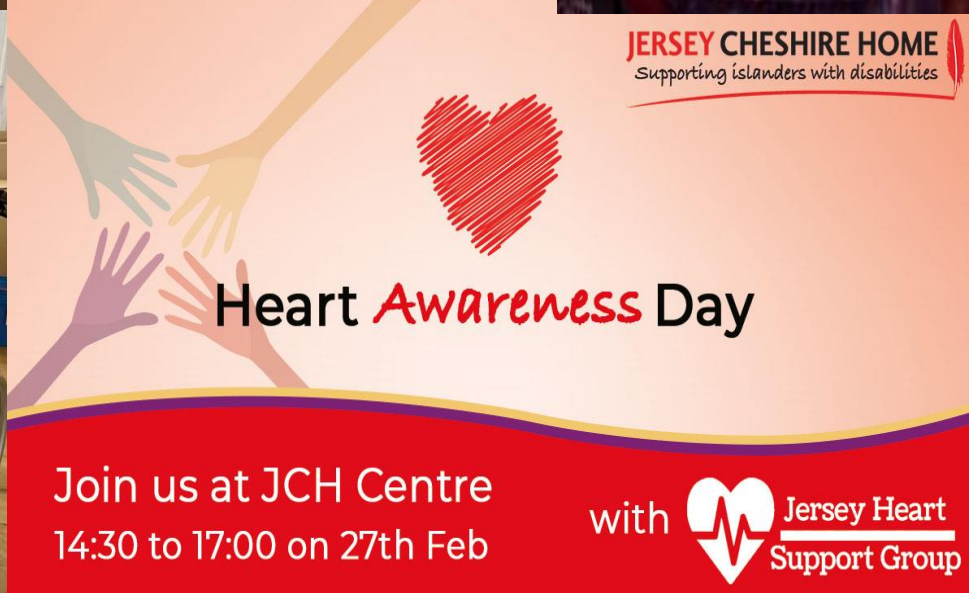


Our Supporters





OUR Way of Life





Support us for the cost of a return bus fare
Let's make it a fare share

JERSEY CHESHIRE HOME
Supporting islanders with disabilities