Company registration number SC186555 (Scotland)

Charity registration number SC028022 (Scotland)

COPE LTD.
A Company Limited by Guarantee
ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

COPE LTD.

LEGAL AND ADMINISTRATIVE INFORMATION

Directors	M Barclay A Gair N Jamieson M Nicolson T Nicolson J Tait
Chief Executive Officer	S Coutts
Key Management Personnel	S Briggs (appointed August 2025) S Coutts D Main H Robertson (left August 2025) J Thomson (left April 2025)
Charity number (Scotland)	SC028022
Company number	SC186555
Registered office	Port Business Park Gremista Lerwick ZE1 0TW
Auditor	A.J.B. Scholes Ltd St Olaf's Hall Church Road Lerwick Shetland Isles ZE1 0FD
Bankers	Bank of Scotland 117 Commercial Street Lerwick Shetland ZE1 0DL
Solicitors	Anderson Strathern North Ness Lerwick Shetland United Kingdom ZE1 0LZ

COPE LTD.

CHAIRPERSON'S REPORT

FOR THE YEAR ENDED 31 DECEMBER 2025

As Chairperson of COPE Ltd, I am pleased to reflect on another successful and productive year. Throughout 2025, COPE continued to demonstrate its commitment to supporting people across Shetland access workplace opportunities with our strong focus on inclusion, wellbeing, and community participation shining through.

This year has been one of both achievement and growth. Against a backdrop of ongoing economic and social challenges, our staff and volunteers have continued to show remarkable dedication, compassion, and professionalism. Their commitment to the people we support remains at the heart of everything we do, and I would like to extend my sincere thanks to every member of the COPE team for their hard work and unwavering commitment throughout the year.

I would like to recognise and thank our participants. Their enthusiasm, resilience, and willingness to do their best every day is inspiring. It was a highlight of the year to see participants pick up their awards and celebrate their achievements at the Town Hall in December.

2025 has been a milestone year with the development of the Shetland Home Co Extension Project. This important investment represents a major step forward in enhancing our facilities and expanding opportunities. The project reflects our ambition to create sustainable, modern spaces that support our staff and participants and meet wider community needs. We are grateful to everyone who has contributed to the progress of this development and look forward to seeing the benefits it will bring.

COPE's achievements would not be possible without the continued support of our funders, partners, and stakeholders. We are deeply appreciative of the support from Shetland Islands Council, Shetland Charitable Trust and Highlands and Islands Enterprise and the wider Shetland community who support us day in day out.

This support enables us to deliver vital services, develop innovative projects, and respond to the changing needs of the people and communities we serve. We value these partnerships immensely and look forward to building upon them in the years ahead.

As we look ahead to 2026, we do so with confidence and optimism. COPE remains financially resilient, strategically focused, and committed to delivering high-quality opportunities that make a real difference in people's lives. The Board will continue to support the organisation's growth while ensuring that our values, participants, and community remain at the centre of all we do.

On behalf of the Board of Directors, thank you to everyone who has been part of COPE's journey during 2025. Your support, dedication, and belief in our mission continue to drive our success, and we look forward to working together to build on these achievements in the year ahead.

Neil Jamieson

N Jamieson
Chair

Date: 14 September 2026

COPE LTD.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

FOR THE YEAR ENDED 31 DECEMBER 2025

The directors, who also act as trustees for the charitable activities of COPE Ltd, are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year which 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 year.

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 judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 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 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. 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.

COPE LTD.

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2025

The Directors present their annual report and financial statements for the year ended 31 December 2025.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charitable company's Memorandum and Articles, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019).

RECRUITMENT AND APPOINTMENT OF DIRECTORS
Membership of COPE Ltd ("COPE") is made up from representatives of the entire Shetland Community who have expressed an interest in, and support for the principles and the activities of the organisation. There is provision in the Memorandum and Articles for fifteen directors to be elected and COPE has currently six directors selected and elected from the Shetland Community with a range of experience including business management in the Highland and Islands. The management team features a number of highly skilled, motivated and experienced individuals, all of whom are committed to the principles, aims and objectives of the organisation. The Board continue to review processes with a view to strengthening governance arrangements.

DIRECTOR INDUCTION AND TRAINING
New directors are introduced to other board members and staff and we ensure that they are made fully aware of the responsibilities of the director's role.

ORGANISATION
The board of directors normally meets monthly, or more frequently in special circumstances, and is responsible for major policy decisions. The Chief Executive Officer is appointed by the directors to manage the day-to-day operations of COPE and has delegated authority, as approved by the directors, for operational matters including finance, staffing and sales, over the various sectors of the business. The board welcomes suggestions from senior management in respect of improving the performance of the charity.

THE MISSION STATEMENT OF COPE
COPE is committed to supporting adults with learning difficulties, to fulfil their expressed need to participate in productive community enterprises. These enterprises enable members of the target group to realise their full potential as members of the community, and thereby help to change perceptions about "disability".

COPE VISION AND OBJECTIVES
COPE believes that everyone regardless of disability should have the opportunity to work. Given the right conditions, all adults have the potential to contribute to the local economy and in so doing will learn to value themselves and others. COPE's objectives are set out in detail in the Memorandum of Association, specifically the relief of poverty and distress of adults with learning difficulties in Shetland by aiding them to advance into employment. To this end COPE will focus on the abilities and experience of each individual rather than on their disability.

AIMS AND OBJECTIVES
Financial sustainability remains a high priority for the organisation against a backdrop of highly challenging grant funding culture, increasing costs of operation, and wider economic challenges associated with the cost of living crisis and consumer demand. We continue our commitment to our Memorandum and Articles strengthening our intention to focus our efforts on our core business, and continuing to provide a range of quality sustainable employment and skills development opportunities for people with disabilities within our local community.

Our Aims and Objectives for 2025 were as follows:
1. Extend the reach of COPEs social impact to tackle inequalities and the promotion of inclusion
2. Encourage the pursuit of skill development opportunities for all within COPE Ltd
3. Ensure the efficient and effective governance of COPE Ltd
4. Engage in the pursuit of business growth opportunities to sustain and grow the financial sustainability of COPE Ltd
5. Contribute to the National development of social enterprise as a business model.

ACTIVITIES & ACHIEVEMENTS REVIEW

Community Opportunities for Participation in Enterprise (COPE) is registered as a Company limited by Guarantee and with charitable status (Co No: SC186555). It fulfils a diverse range of social, environmental, and economic aims, and is able to achieve this through a variety of trading activities in the market place.

COPE has been at the forefront of the promotion of social inclusion in Shetland as well as working with a number of key stakeholders and ensuring that there are sustainable employment and skill development opportunities for all participants involved with COPE's activities. The awareness of COPE and its enterprises is high throughout Shetland and Scotland, and this assists COPE Ltd to seek a high market share locally and nationally.

COPE currently employs 44 staff, 5 of whom have learning disabilities. In addition, we provide up to 100 participant skill development sessions per week for people with disabilities who assist with the enterprise activities as well as gaining important work skills for themselves. Each session is 3.5 hours long and spans each of the business units.

We continually assess individual's development within the work environment and tailor each individual's programme to focus on the development of core skills including:

- Planning and organising
- Teamwork
- Communication skills
- Literacy and numeracy
- Self-awareness
- Confidence
- Decision making

COPE formally recognises individual's development through the ASDAN Awards System. It offers programmes and qualifications that explicitly grow skills for learning, employment and life. ASDAN is an awarding body well recognised and approved by bodies including SQA and UCAS and is used in over 30 countries throughout the world.

As a registered centre we have chosen to adopt the WorkRight programme which formalises and develops basic employability skills.

WorkRight develops and improves existing employability skills. It has been designed to be carried out in a workplace setting. Its units focus on what an employer looks for in an employee:

- Punctuality and reliability
- Working well with others
- Completing tasks safely to the required standards
- Appreciating roles and responsibilities

We work to encourage people to feel valued and reduce social isolation. Our business includes the following units:

<u>Shetland Home Co.</u>

The Shetland Home Co plays an integral and vital role within the island community by contributing to the reduction of waste. The Shetland Home Co includes a retail area focusing on home wares with a strong emphasis on using recycled furniture and electrical goods.

In December, following approval of additional grant funding, the contract was signed for the extension to the Home Co. The project is due to be completed by the end of 2025.

<u>Shetland Garden Co.</u>

Shetland Garden Co continues to provide a wide variety of plants, garden furniture, garden ornaments, trees & shrubs for sale to the public.

Shetland Soap Company
The Shetland Soap Company is a successful handmade soap and skincare manufacturer, wholesaler and retailer, creating exclusive products using traditional and contemporary methods.

ECONOMIC CLIMATE AND FINANCIAL REVIEW
Our total income for the year was £1,273,725 compared to £1,566,799 for the year to 31 December 2024. Of this income, £676,431 came from our enterprise activities in 2025 which represents 53% of total income (year to 31 December 2024 – 43%). Total expenditure for the year was £1,272,195 giving a net increase in reserves for the year of £1,530. After the capital reserve transfer this is a net increase of £1,248 in unrestricted income funds and a net decrease of £1,236 in restricted income funds. At 31 December 2025 total funds were £1,920,904 (December 2024 - £1,919,374) of which £12,928 were restricted (December 2024 - £14,164). At the year end there was capital restricted funds totalling £1,285,059 held (2024: £1,283,541) to be used for the maintenance, replacement and development of fixed assets.

Our main funders are the Shetland Charitable Trust and Shetland Islands Council. Within 2025 COPE Ltd has worked hard to boost its financial sustainability and lessen its reliance on grant funding. Good progress has been made in increasing self-generated funds for the other business units and plans to develop this further in 2026 are in place.

DESIGNATED RESERVES
Designated funds have been reviewed in 2025 by the directors for the particular areas of expenditure as follows:

Building Maintenance (£10,533) – The building maintenance fund covers ongoing maintenance costs. In 2025 the planned maintenance at Soap Co shop went ahead at a cost of £1,250. Also in 2025 at the Garden Co we were planning new fencing/painting and a shed at a cost of £3,000 and £1,750 respectively. However, this was delayed until 2026.

Scale and Growth (£56,045) – In 2026 the Scale and Growth fund will be used for our commitment to match fund the island funding of £20,000 and another £30,000 for the Home Co retail Refit.

Transport infrastructure (£10,000) – We were faced with a significant repair bill for the small van and rather than repair/replace an opportunity arose to make use of the Enterprise Car Club. The suitability and longevity of that solution is still to be tested, and an additional owned vehicle may be required. This reserve is therefore maintained, but any potential replacement must be seen through a net zero lens.

ICT Development (£3,201) – We are aware of system upgrades required for ePOS system and expected that this monies will be spent in 2026, alongside work in the extension. This fund will be in use for that.

FUTURE PLANS
COPE do not currently intend to significantly change the nature or focus of our operations which will be continued recovery of supported placement opportunities up to capacity and sustainable growth of enterprise business units in line with our mission statement and objectives.

RESERVES POLICY
General funds are unrestricted funds which are available for use at the discretion of the directors in furtherance of the general objectives of the charity, which have not been designated for any other purpose. Designated funds are unrestricted funds earmarked by the directors for particular purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by funders or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund.

COPE directors have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be between 3 and 6 months of the expenditure.

Actual expenditure for 2025 was £1,272,195 and therefore the target is £318,049 to £636,098 in general unrestricted funds. The reserves are needed to meet the working capital requirements of the charity and the directors are confident that at this level they would be able to mitigate, over the short term, the effect on participants of any further cut in funding. The present level of reserves available to the charity of £622,917 therefore meets this target level, although the strategy is to continue to build reserves through planned operating surpluses, while recognising the difficulties in increasing reserves in the current climate.

PAY POLICY FOR SENIOR STAFF
The pay structure of senior management has been reviewed, with the agreement that an increase in pay levels was approved in 2025.

RISK MANAGEMENT
The directors confirm that the major risks to which the charity is exposed have been considered and reviewed within our Risk Register.

TRUSTEE INDEMNITY INSURANCE
The Board has in place appropriate trustee indemnity insurance cover, arranged with Marsh Commercial via insurance agents Axa.

RELATED PARTIES
All directors give of their time freely and no director received remuneration during the period. Details of directors' expenses are disclosed in the notes to the accounts. Any connection between a director or senior management of COPE and any party providing services to COPE must be disclosed to the full board of directors.

N Jamieson, who is a director of COPE Ltd, operated as NJ Builders during the period.

All transactions between the above related parties and COPE Ltd were at normal market prices.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charitable company is a company limited by guarantee, the company having no share capital.

The company was incorporated on 8 June 1998 as a company whose members' liability is limited by guarantee, the company having no share capital. The company was established under a Memorandum and Articles of Association which established the objects and powers of the charitable company and is governed under its Articles of Association.

The Directors who served during the year and those who served up to date of signing were:

M Barclay
A Gair
N Jamieson
M Nicolson
T Nicolson
J Tait

AUDITOR

A.J.B. Scholes Ltd were appointed as auditor to the company and has indicated its willingness to continue in office.

DISCLOSURE OF INFORMATION TO AUDITOR

Each of the Directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

This report has been prepared in accordance with the Statement of Recommended practice: Accounting and Reporting by Charities (FRS 102) and in accordance with the small companies regime.

The Directors' report was approved by the Board of Directors.

Neil Jamieson
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N Jamieson
Chair
Dated: 14 September 2026

INDEPENDENT AUDITOR'S REPORT
TO THE DIRECTORS OF COPE LTD.

Opinion
We have audited the financial statements of COPE Ltd. (the 'charitable company') for the year ended 31 December 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:
- give a true and fair view of the state of the charitable company's affairs as at 31 December 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion
We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

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

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information
The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report, included within the trustees' annual report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a strategic report.

Responsibilities of Directors
As explained more fully in the statement of directors' responsibilities set out on page 2, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the directors' report, remaining alert to new or unusual transactions which may not be in accordance with charity law, inspecting board minutes and confirming there had been no correspondence with OSCR in the period.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to Health and Safety and relevant industry specific standards including European cosmetic regulations, the Data Protection Act 1998 and the Protection of Vulnerable Groups (Scotland) Act 2007 and employment law. We performed audit procedures to inquire of management whether the charitable company is in compliance with these law and regulations. We reviewed cosmetics certification, inspected policies and procedures in place and checked compliance with PVG and minimum wage requirements on a sample basis.

The audit engagement team identified the risk of management override of controls and completeness of enterprise income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates. We have also carried out detailed testing covering completeness, comparison of margins year on year and tested controls over revenue.

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

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

Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's directors, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charity's directors those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, its members as a body, and its directors as a body, for our audit work, for this report, or for the opinions we have formed.

Irene Hambleton (Senior Statutory Auditor)
For and on behalf of A.J.B. Scholes Ltd, Statutory Auditor
Chartered Accountants
St Olaf's Hall
Church Road
Lerwick
Shetland Isles
ZE1 0FD
Date: ..14 September 2026

A.J.B. Scholes Ltd is eligible for appointment as auditor of the charitable company by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

COPE LTD.

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted income funds 2025 £	Restricted income funds 2025 £	Restricted capital funds 2025 £	Total 2025 £	Unrestricted income funds 2024 £	Restricted income funds 2024 £	Restricted capital funds 2024 £	Total 2024 £
Income and endowments from:									
Donations and grants	2	11,628	-	-	11,628	21,660	-	-	21,660
Charitable activities									-
Social enterprise activity	3	676,431	561,925	19,389	1,257,745	665,162	605,525	266,858	1,537,545
Investment income	4	4,185	-	-	4,185	6,088	-	-	6,088
Other income	5	167	-	-	167	1,506	-	-	1,506
Total income and endowments		692,411	561,925	19,389	1,273,725	694,416	605,525	266,858	1,566,799
Expenditure on:									
Charitable activities									
Social enterprise activity	7	709,034	563,161	-	1,272,195	590,858	606,814	-	1,197,672
Total expenditure		709,034	563,161	-	1,272,195	590,858	606,814	-	1,197,672
Net income/(expenditure)		(16,623)	(1,236)	19,389	1,530	103,558	(1,289)	266,858	369,127
Transfers between funds		17,871	-	(17,871)	-	21,263	-	(21,263)	-
Net movement in funds	10	1,248	(1,236)	1,518	1,530	124,821	(1,289)	245,595	369,127
Fund balances at 1 January 2025		621,669	14,164	1,283,541	1,919,374	496,848	15,453	1,037,946	1,550,247
Fund balances at 31 December 2025		622,917	12,928	1,285,059	1,920,904	621,669	14,164	1,283,541	1,919,374

Company Registration No. SC186555

COPE LTD.

BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Intangible assets	12		-		-
Tangible assets	13		1,289,085		447,460
Investments	14		1		1
			1,289,086		447,461
Current assets					
Stocks	15	96,456		114,091	
Debtors	16	377,506		990,730	
Cash at bank and in hand		572,655		667,917	
		1,046,617		1,772,738	
Creditors: amounts falling due within one year	17	(385,904)		(261,584)	
Net current assets			660,713		1,511,154
Total assets less current liabilities			1,949,799		1,958,615
Creditors: amounts falling due after more than one year	18		(28,895)		(39,241)
Net assets			1,920,904		1,919,374
Capital funds					
Restricted capital	21		1,285,059		1,283,541
Income funds					
Restricted funds	22		12,928		14,164
Unrestricted funds	23		622,917		621,669
			1,920,904		1,919,374

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The accounts were approved and authorised for issue by the Directors on 14 September 2026

Neil Jamieson

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N Jamieson

Chair

COPE LTD.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash generated from operations	**26**		652,420		124,346
Investing activities					
Purchase of tangible fixed assets		(737,006)		(41,012)	
Investment income received		4,185		6,088	
Net cash used in investing activities			(732,821)		(34,924)
Financing activities					
Repayment of borrowings		(10,000)		(10,000)	
Repayment of bank loans		(4,861)		(4,259)	
Net cash used in financing activities			(14,861)		(14,259)
Net (decrease)/increase in cash and cash equivalents			(95,262)		75,163
Cash and cash equivalents at beginning of year			667,917		592,754
Cash and cash equivalents at end of year			572,655		667,917

1 Accounting policies

Charity information
COPE Ltd. is a private company limited by guarantee incorporated in Scotland. The registered office is Port Business Park, Gremista, Lerwick, ZE1 0TW.

Accounting convention
The accounts have been prepared in accordance with the charitable company's Memorandum and Articles, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The charitable company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

COPE Ltd has a subsidiary, The Shetland Soap Company Limited, however as this company is dormant no group accounts have been prepared.

Going concern
A surplus was achieved this year and this has left the charity with the cash and reserves to support its activities in the short to medium term. The management team have prepared budget projections which have been extended to 12 months from the date of approval of the financial statements. These show there will be sufficient cash, based on expected income and expenditure levels.

The key assumptions underpinning these forecasts are the level of enterprise income earned and the receipt of funding from the Shetland Island Council and Shetland Charitable Trust. The anticipated level of enterprise income is based on current experience. Funding from Shetland Charitable Trust has been agreed for a period of 5 years from April 2025 increasing by increments each year to 2030. The Shetland Islands Council contract has been agreed for a 2 year period starting April 2025.

Work was completed on the extension to the Home Co in April 2026. Funding from Shetland Islands Council agreed in the prior year and from Highlands and Islands Enterprise in the current year are sufficient to cover the total cost of the extension.

Based on the Charity's forecasts and the anticipated outcome of the matters described, the directors have concluded that there is a reasonable expectation that the Charity has adequate financial resources to operate for at least 12 months from the date of approval of the financial statements. Accordingly, the financial statements of the Charity have been prepared on a going concern basis.

Charitable funds
Unrestricted funds are available for use at the discretion of the directors in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the directors for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the grantor.

1 Accounting policies (Continued)

Incoming resources
Income including capital grants is included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the funds;
- it is probable the income will be received;
- the monetary value can be measured with reasonable accuracy; and
- any performance conditions attaching to the income have been satisfied.

Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.

Furniture and other items donated for resale through the charity's home company are included as incoming resources within enterprise income.

Investment income is included when receivable and consists of interest receivable on bank accounts.

Incoming resources from charitable enterprise projects are accounted for when earned.

Resources expended
Expenditure is recognised on an accruals basis when a liability is incurred. Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

Charitable activities include expenditure associated with enterprise projects undertaken for the furtherance of the charity's objectives and beneficiaries and include both the direct costs and support costs relating to these activities.

Governance costs are included in charitable activities and include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs are included in charitable activities and include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, e.g. per capita, and other costs by their usage.

Intangible fixed assets other than goodwill
Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised on a straight line basis so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	3 years
Intellectual property	2 years
Website	5 years

1 Accounting policies **(Continued)**

Tangible fixed assets
Individual fixed assets costing £500 or more are capitalised at cost.

Depreciation is provided on all tangible fixed assets using the straight line basis so as to write off the asset cost less estimated residual value over its anticipated useful life, or shorter of lease term. The following rates of depreciation have been used:

Freehold land and buildings	0 - 10%
Short leasehold land & property	0 - 10%
Plant and machinery	20 - 33%
Motor vehicles	20%

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Fixed asset investments
Fixed asset investments are stated at cost less any provision for diminution in value.

Impairment of fixed assets
At each reporting end date, the charitable company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Stocks
Stocks of finished goods and raw materials and consumables are valued at the lower of cost and net realisable value. The cost of stocks of finished goods are measured at standard cost. The cost of raw materials and consumables are measured at most recent purchase price on a first in, first out basis.

Due to the high volume of low value items it is impractical to estimate the fair value of donated items of stock for resale. The charity therefore takes advantage of the exemption in Charities SORP (FRS 102) 6.29 and does not recognise these items on receipt. Instead, the value to the charity of the donated goods is recognised as income when sold.

Cash and cash equivalents
Cash at bank and cash 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.

Financial instruments
The charitable company has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charitable company's balance sheet when the charitable company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1 Accounting policies **(Continued)**

Basic financial assets

The charity only has financial assets 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.

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

Basic financial liabilities

The charity only has 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.

Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Retirement benefits

The charity makes defined contributions to personal pension plans of employees. The amounts charged against income represent the contributions payable to the plans in respect of the accounting period.

Leases

Rentals under operating leases are charged to the income and expenditure account when paid.

2 Donations and grants

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Donations and gifts	11,628	21,660
	11,628	21,660

Donations and gifts		
Other	11,628	21,660
	11,628	21,660

3 Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Restricted capital funds 2025 £	Total 2025 £
Enterprise income	676,431	-	-	676,431
Performance related grants	-	561,925	19,389	581,314
	676,431	561,925	19,389	1,257,745

	2024 £	2024 £	2024 £	2024 £
Enterprise income	665,162	-	-	665,162
Performance related grants	-	605,525	266,858	872,383
	665,162	605,525	266,858	1,537,545

Performance related grants analysis

	2025 £	2025 £	2025 £	2025 £
Shetland Charitable Trust	-	259,325	-	259,325
Shetland Islands Council	-	302,600	-	302,600
Highlands and Islands Enterprise	-	-	19,389	19,389
	-	561,925	19,389	581,314

	2024 £	2024 £	2024 £	2024 £
Shetland Charitable Trust	-	240,825	-	240,825
Shetland Islands Council	-	302,600	-	302,600
BoS Foundation	-	62,100	-	62,100
Highlands and Islands Enterprise	-	-	266,858	266,858
	-	605,525	266,858	872,383

4 Investment income

	Unrestricted 2025 £	Unrestricted 2024 £
Interest receivable on bank accounts	4,185	6,088

5 Other income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Sundry income	167	1,506

2025 other income relates to proceeds for disposal of tangible fixed assets, with 2024 relating to an insurance claim.

6 Directors

None of the Directors (nor any persons connected with them) received any remuneration or benefits from the charitable company during the year.

7 Expenditure on charitable activities

	2025 £	2024 £
Direct costs		
Social enterprise activities undertaken directly	1,065,442	994,191
Share of support and governance costs (see note 8)		
Support	180,958	176,406
Governance	25,795	27,075
	1,272,195	1,197,672
Analysis by fund		
Unrestricted funds	709,034	590,858
Restricted funds	563,161	606,814
	1,272,195	1,197,672

8 Support costs

	Support costs	Governance costs	2025	2024	Basis of allocation
	£	£	£	£	
General office costs	38,592	-	38,592	35,175	Staff
Management allocation	115,613	-	115,613	102,754	Staff
Office costs	13,448	-	13,448	23,711	Usage
Legal and professional	1,846	-	1,846	2,632	Usage
Finance costs	11,459	-	11,459	12,134	Usage
Audit fees	-	21,740	21,740	23,710	Governance
Accountancy	-	4,055	4,055	3,365	Governance
	180,958	25,795	206,753	203,481	

9 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

10 Net movement in funds

	2025	2024
	£	£
Net movement in funds is stated after charging		
Interest payable	3,097	4,136
Fees payable to the company's auditor for the audit of the company's financial statements	21,740	23,710
Depreciation of owned tangible fixed assets	21,852	24,073
Depreciation of tangible fixed assets held under operating leases	5,215	5,575
Cost of stocks recognised as expenses	112,337	100,579

11 Employees

Number of employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Management and administration	5	6
Enterprise projects - staff and supported employees	41	40
Enterprise projects - participants total	19	19
	65	65

Employment costs	2025 £	2024 £
Wages and salaries	751,371	722,422
Social security costs	64,028	46,361
Other pension costs	33,367	30,625
	848,766	799,408
Participants' reimbursements	7,176	8,012
	855,942	807,420

The number of employees whose annual remuneration was £60,000 or more were:

	2025 Number	2024 Number
> £60,000	1	-

12 Intangible fixed assets

	Software	Intellectual property	Website	Total
	£	£	£	£
Cost				
At 1 January 2025 and 31 December 2025	3,990	1,000	9,970	14,960
Amortisation and impairment				
At 1 January 2025 and 31 December 2025	3,990	1,000	9,970	14,960
Carrying amount				
At 31 December 2025	-	-	-	-
At 31 December 2024	-	-	-	-

Amortisation is charged to charitable activites.

13 Tangible fixed assets

	Freehold land and buildings	Short leasehold land & property	Plant and machinery	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 January 2025	306,695	340,830	182,498	38,867	868,890
Additions	-	868,692	-	-	868,692
Disposals	-	-	-	(11,161)	(11,161)
At 31 December 2025	306,695	1,209,522	182,498	27,706	1,726,421
Depreciation and impairment					
At 1 January 2025	107,445	110,653	170,006	33,326	421,430
Depreciation charged in the year	6,494	5,215	9,817	5,541	27,067
Eliminated in respect of disposals	-	-	-	(11,161)	(11,161)
At 31 December 2025	113,939	115,868	179,823	27,706	437,336
Carrying amount					
At 31 December 2025	192,756	1,093,654	2,675	-	1,289,085
At 31 December 2024	199,250	230,177	12,492	5,541	447,460

COPE Limited made additions to assets in the course of construction of £868,692, the cost and carrying value of assets in the course of construction was £938,025 at 31 December 2025 (2024: £69,333).

14 Fixed asset investments

	Other investments
Cost or valuation	
At 1 January 2025 & 31 December 2025	1
Carrying amount	
At 31 December 2025	1
At 31 December 2024	1

The investment above is in 100% of the ordinary share capital of Shetland Soap Company Limited, a dormant company with registered address Port Business Park, Gremista, Lerwick, ZE1 0TW.

15 Stocks

	2025 £	2024 £
Raw materials and consumables	96,456	114,091

16 Debtors

Amounts falling due within one year:	2025 £	2024 £
Trade debtors	17,686	22,515
Prepayments	9,065	14,506
Accrued income	326,447	953,709
Other debtors	24,308	-
	377,506	990,730

17 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Bank loans	19	5,210	4,725
Other borrowings	19	5,000	10,000
Trade creditors		142,395	13,884
Amounts due to subsidiary undertakings		1	1
Other taxation and social security		17,256	50,241
Deferred income	20	146,156	142,925
Other creditors		64,257	34,809
Pension contributions payable		5,629	4,999
		385,904	261,584

18 Creditors: amounts falling due after more than one year

	Notes	2025 £	2024 £
Bank loans	19	28,895	34,241
Other borrowings		-	5,000
		28,895	39,241

19 Loans and overdrafts

	2025 £	2024 £
Bank loans	34,105	38,966
Other loans	5,000	15,000
	39,105	53,966
Payable within one year	10,210	14,725
Payable after one year	28,895	39,241

Amounts included above which fall due after five years:

	2025 £	2024 £
Payable by instalments	3,375	11,035

The bank loan is secured by:

- Standard security over 111 Commercial Street & 1/2 Albert Court (Known as Pirate Lane) Lerwick, Shetland
- Bond and floating charge over the whole assets of the company

The loan financing is in the form of a secured 15 year loan, from November 2016. It is at a variable rate 3.4% above base rate. All repayments are in instalments.

The £50,000 bounce back loan is repayable in instalments over 5 years and incurs interest at 2.5% from July 2021.

20 Deferred income

Included within creditors are deferred grants from Shetland Charitable Trust and Shetland Islands Council (2024 - Shetland Charitable Trust and Shetland Islands Council) in relation to future year's funding. These grants have been deferred because they are subject to performance related conditions and do not run concurrent to the accounting year. As the charity is liable to deliver a service in the next year then the corresponding income has been deferred until the performance conditions have been met.

The full amount of deferred income from 2024 was released to income in the year.

	2025	**2024**
	£	**£**
Arising from government grants	141,900	136,225
Other deferred income	4,256	6,700
Deferred income	146,156	142,925

21 Restricted capital funds

The restricted capital fund relates to income received from various organisations to fund the maintenance, replacement and development of fixed assets. The balance is being reduced as the assets depreciate by transferring an equivalent amount between capital funds and unrestricted funds.

	At 1 January 2025	**Incoming resources**	**Transfers**	**At 31 December 2025**
	£	**£**	**£**	**£**
Restricted capital fund	1,283,541	19,389	(17,871)	1,285,059

Previous year:	**At 1 January 2024**	**Incoming resources**	**Transfers**	**At 31 December 2024**
	£	**£**	**£**	**£**
Restricted capital fund	1,037,946	266,858	(21,263)	1,283,541

During the year, £19,369 (2024: £266,858) has been recognised in income towards the costs of delivering the Shetland Home Co Expansion project. The income recognised in 2025 and 2024 was from Highlands and Islands Enterprise.

22 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2025	Incoming resources	Resources expended	At 31 December 2025
	£	£	£	£
Shetland Charitable Trust fund	-	259,325	(259,325)	-
Shetland Island Council	-	302,600	(302,600)	-
Restricted participants donations	14,164	-	(1,236)	12,928
	14,164	561,925	(563,161)	12,928

Previous year:	At 1 January 2024	Incoming resources	Resources expended	At 31 December 2024
	£	£	£	£
Shetland Charitable Trust fund	-	240,825	(240,825)	-
Shetland Island Council	-	302,600	(302,600)	-
Bank of Scotland Foundation	-	62,100	(62,100)	-
Restricted participants donations	15,453	-	(1,289)	14,164
	15,453	605,525	(606,814)	14,164

The Shetland Charitable Trust provides funding towards the following expenditure:

- Chief Executive Officer, Business Manager, Employability Manager, Support Coordinator and administration and finance staff salaries
- Premises costs of the main office of rent, rates and heat and light
- Audit and accountancy fees

Restricted income funds are funds which are to be used in accordance with specific restrictions imposed by funders or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund.

Shetland Islands Council funds are used to provide up to 100 skills development sessions per week.

Restricted participant donations were previously given for a Whalsay project which was cancelled. The donors gave their permission for the money to be retained provided that it was spent on the participants. The expense relates to events and gifts to participants.

23 Unrestricted funds

The income funds of the charity include unrestricted general funds and the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	At 1 January 2025	Incoming resources	Resources expended	Transfers	At 31 December 2025
	£	£	£	£	£
Building maintenance	11,102	681	(1,250)	-	10,533
Scale and growth resources	56,045	-	-	-	56,045
Transport infrastructure	10,000	-	-	-	10,000
ICT development	3,201	-	-	-	3,201
Capital assets funded internally	36,445	-	-	6,554	42,999
Unrestricted general funds	504,876	691,730	(707,784)	11,317	500,139
	621,669	692,411	(709,034)	17,871	622,917

Previous year:	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
Building maintenance	9,997	1,105	-	-	11,102
Compliance / HR / Legal	8,450	-	(8,450)	-	-
Scale and growth resources	56,045	-	-	-	56,045
Transport infrastructure	10,000	-	-	-	10,000
ICT development	3,727	-	(526)	-	3,201
Capital assets funded internally	73,150	-	-	(36,705)	36,445
Unrestricted general funds	335,479	693,311	(581,882)	57,968	504,876
	496,848	694,416	(590,858)	21,263	621,669

Designated funds have been reviewed this period by the directors for the particular expenditure noted below.

- **Building Maintenance** - The building maintenance fund covers ongoing maintenance costs. In 2025 the planned maintenance at Soap Co shop went ahead at a cost of £1,250. Also in 2025 at the Garden Co we were planning new fencing/painting and a shed at a cost of £3,000 and £1,750 respectively. However, this was delayed until 2026.
- **Scale and Growth** - In 2026 the Scale and Growth fund will be used for our commitment regarding the island funding of £20,000 and another £30,000 for the Home Co retail Refit..
- **Transport Infrastructure** - We were faced with a significant repair bill for the small van and rather than repair/replace an opportunity arose to make use of the Enterprise Car Club. The suitability and longevity of that solution is still to be tested, and an additional owned vehicle may be required. This reserve is therefore maintained, but any potential replacement must be seen through a net zero lens.
- **ICT Development** - We are aware of system upgrades required for ePOS system and expected that this monies will be spent in 2026, alongside work in the extension. This fund will be in use for that.

24 Capital commitments

Amounts contracted for but not provided in the financial statements:

	2025	2024
	£	£
Acquisition of property, plant and equipment	191,348	961,859

25 Analysis of net assets between funds

	Unrestricted funds 2025	Restricted funds 2025	Endowment funds 2025	Total 2025
	£	£	£	£
At 31 December 2025:				
Tangible assets	328,546	-	960,539	1,289,085
Investments	1	-	-	1
Current assets/(liabilities)	323,265	12,928	324,520	660,713
Long term liabilities	(28,895)	-	-	(28,895)
	622,917	12,928	1,285,059	1,920,904

	Unrestricted funds 2024	Restricted funds 2024	Endowment funds 2024	Total 2024
	£	£	£	£
At 31 December 2024:				
Tangible assets	105,776	-	341,684	447,460
Investments	1	-	-	1
Current assets/(liabilities)	555,133	14,164	941,857	1,511,154
Long term liabilities	(39,241)	-	-	(39,241)
	621,669	14,164	1,283,541	1,919,374

26 Cash generated from operations

	2025	2024
	£	£
Surplus for the year	1,530	369,127
Adjustments for:		
Investment income recognised in statement of financial activities	(4,185)	(6,088)
Depreciation and impairment of tangible fixed assets	27,067	29,648
Movements in working capital:		
Decrease/(increase) in stocks	17,635	(465)
Decrease/(increase) in debtors	613,224	(275,900)
(Decrease)/increase in creditors	(6,082)	7,949
Increase in deferred income	3,231	75
Cash generated from operations	652,420	124,346

27 Analysis of changes in net debt

	Balance at 1 January 2025	Cash flows	Non cash movement	Balance at 31 December 2025
	£	£		£
Cash and cash equivalents	667,917	(95,262)	-	572,655
Bank borrowings due within one year	(4,725)	4,861	(5,346)	(5,210)
Other borrowings due within one year	(10,000)	10,000	(5,000)	(5,000)
Total due within one year	(14,725)	14,861	(10,346)	(10,210)
Bank borrowings due after one year	(34,241)	-	5,346	(28,895)
Other borrowings due after one year	(5,000)	-	5,000	-
Total due after one year	(39,241)	-	10,346	(28,895)
Net debt	613,951	(80,401)	-	533,550

28 Operating lease commitments

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

	2025	2024
	£	£
Within one year	34,862	34,862
Between one and five years	64,603	99,465
	99,465	134,327

29 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025	2024
	£	£
Aggregate compensation	174,252	166,553

The key management personnel are defined as the CEO, Finance Manager, Employability Manager, Support Coordinator and Business Manager.

Transactions with related parties

During the year the charitable company entered into the following transactions with related parties:

	Purchase of goods	
	2025	2024
	£	£
Other related parties	130	-

NJ Builders is a related party as it is controlled by a director of COPE Ltd to which the above purchases relate.