



# Oxford Community Work Agency

## ANNUAL REPORT 2020/2021



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## **Our Service**



### **Barton Advice Centre**

## **Drop in (for residents in the OX3 City boundary area only)**

Monday - 10am until 1pm

## **Appointments**

Tuesday - 9am - 4pm Wednesday - 9am - 4pm

Thursday - 9am - 4pm Friday - 9am - 4pm

## **Telephone advice (for ALL Oxford City residents)**

Monday to Friday 9am - 5pm

Residents outside of Oxford City requiring advice should contact the Oxfordshire Specialist Advice Service on 01865 410660

## **Oxfordshire Welfare Rights (Appointments by referral only)**

## **Consultancy Telephone Service (for agencies only)**

Tuesday - 10am - 1pm

Wednesday - 10am - 1pm

Thursday - 10am - 1pm

# **Staff Summary for 2020/2021**

Sarah Darby Manager 35 hours

Peter Turville Senior Caseworker 17.5 hours

Nick Turnill Welfare Benefits Caseworker 28 hours

Gary Horne Debt Caseworker 17.5 hours

Mina Katouzian Adviser and Admin 14 hours

Laura Harris-Steers Welfare Benefits Caseworker 28 hours

Michael Ledwood Digital Support Worker 28 hours (until Oct 20)

Sophie Keys Training Developer 7 hours (from Aug 20)

## Trustees from April 2020 to March 2021

Lyn Williams	Treasurer
Sue Holden MBE	Barton Community Association
Teresa Munby	Ruskin College
Justine Brown	HR (until November 2020)

## About us

### **Background Information and History of Oxford Community Work Agency (OCWA) *Formerly known as the Barton Project***

**Oxford Community Work Agency (OCWA)** is an independent advice agency operating from the heart of Barton, on the outskirts of Oxford. We have been providing a unique service in Oxfordshire for more than thirty-five years. OCWA is an organisation with two distinct parts, working hand in hand:

**Barton Advice Centre** is a front-line advice service, providing free and independent advice to the Barton community, and surrounding areas. Barton is a large housing estate on the outskirts of Oxford and one of the most deprived areas in Oxford, and among the 20% most deprived areas nationally. We are the first port of call for people who do not know where to turn for advice on everyday issues such as welfare benefits, debt and housing.

**Oxfordshire Welfare Rights (OWR)** is a specialist service, with expertise in social security law. We are a focal point across the county for organisations who need welfare benefit expertise to support their work. We accept referrals from other organisations (e.g. Citizens Advice Oxford, Social Services, Age UK, NHS) and undertake complex casework and tribunal representation for the whole of Oxfordshire.

## **Who we help**

We work with the most vulnerable members of society, who might otherwise fall through the safety net. Our beneficiaries suffer from multiple levels of deprivation including low

educational achievements, high levels of unemployment and low incomes. Illness, disability and mental-health issues are more prevalent than in the population as a whole. Last year two thirds of our beneficiaries suffered from mental and/or physical health issues. We work with people from a range of ethnic minority groups, and a high proportion of people we help are lone parent families.

For most people in Barton, their income has not grown in years, and basic living costs have continued to rise. There is a high level of debt and benefit reliance on the estate. Most are squeezed by cuts to their benefits as a result of austerity and welfare reforms. In this climate, they struggle to get by.

People come to us for advice on what benefits they are entitled to. They come to us to find out how all the current changes to the benefit system will affect their income, particularly Universal Credit. They come to us when they face life-changing circumstances; loss of a job, the death of a spouse, or a new health condition. People seek our advice on whether they have grounds to challenge a benefit decision and to navigate the appeal process, particularly in relation to disability benefits.

People come to us to represent them at tribunal hearings, which they would not be able to face alone. Increasingly, people are coming to us with multiple and more complex issues.

### **Our service - activities of the charity**

Our specialist caseworkers take a multi-pronged approach to improve people's lives. They: -

- maximise income by advising on benefit entitlement and challenging decisions when they are wrong - in the lower and upper tribunal.
- help people find solutions to long-standing debt and financial problems.
- help people remain in their homes rather than being evicted for rent arrears.
- provide a county-wide telephone consultancy for organisations that require specialist input and guidance.
- deliver a programme of training to up-skill staff and volunteers from other organisations so that many more people can receive support.
- give digital support to people who do not have access to a computer or the skills to use them.
- offer resilience sessions for people who need more intensive help in building up their life skills.

By helping people to gain extra resources and manage their money, we help lift people out of poverty. Even when these extra resources are relatively small, they can have a significant impact on a person's quality of life. It enables additional spending on fuel, food, education, recreation and transport. It enables people to participate more fully in society. We regularly obtain feedback from clients. This helps us to capture outcomes that cannot be expressed in numbers, such as reduced stress, improved wellbeing and improved family relations. In a recent survey one beneficiary said: "Without your help I don't think I would have had the confidence or courage to challenge the benefit decision. The process took a lot out of me both physically and mentally, but thanks to you, I can now move forward with my life."

### **Wider public benefit**

As well as helping the individuals concerned, our work has benefits for their families and for

society in general. For example, an increase in a parent’s income has direct benefits on the lives of their children, and helps to reduce child poverty.

Without timely advice, people’s problems often escalate and this can have profound consequences for individuals and their families, as well as a wider cost to society as other services, such as the courts, NHS and Social Services, often take the strain of supporting people whose problems have spiraled out of control.

We work closely with local government and our MP and use our frontline experience to influence social policy for a more equal society.

For example, in 2017/18 we responded to the Social Security Advisory Committee’s consultation on the proposal to move claimants from existing benefits to Universal Credit.

We also responded to the Department of Work and Pensions’ committee enquiry on the assessments used for disability benefits.

We are the only advice agency in Barton, and the only specialists in welfare benefits in the whole of Oxfordshire. Our work enables members of society to access their legal rights so they are not denied access to justice. Without us, many people would have nowhere to go, and Oxfordshire would join the growing landscape of ‘advice deserts’ around the country.



**Mission Statement**

- OCWA aims to work with individuals and local communities in Oxfordshire to:
- Enable people to obtain their rights
  - To empower people to meet their needs and fulfil their responsibilities
  - To use this local experience to influence wider

## Client profile in 2020/21

57% of clients  
were female

63% were  
living in  
social  
housing

40% were  
from ethnic  
minority  
backgrounds

26% had  
dependent  
children

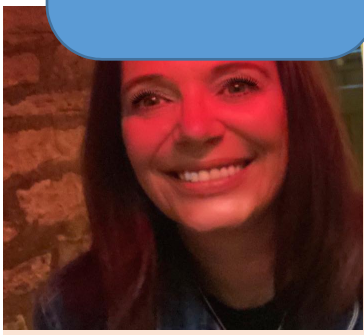
72% are living  
on less than  
£15000 per  
year

84% suffered  
with a  
disability

86% were of working  
age

No | er Sarah Darby





I am very pleased to be able to present Oxford Community Work Agencies annual report for 2020/2021.

In a year that began with challenges no one could have foreseen I would like to start this report by thanking my amazing team for taking on the challenge, changing and adapting their way of working and continuing to provide a full service to the most vulnerable residents across the County.

We also had some sad news as an organisation. Justine Brown, a Trustee who had given her time so generously to us for over 15 years sadly died after a relatively short illness on Boxing day. Justine was committed and dedicated to the work of OCWA and she is very sorely missed. Our love and thoughts go out to her family, friends and all who's lives she touched in some way.

The pandemic forced us, like many other organisations, to look at changing the way we provided advice and support. Our office was closed by Oxford City Council in order to be used as a hub providing support and assistance to residents of Barton and therefore we had very little notice to set up working from home. Luckily changing our IT and telephone systems in January 2020 meant that we were already set up for home working and so were able to run a full service from day one and continued doing this for the rest of the year.

Obviously face to face interviews had to stop and more emphasis was put on telephone advice and appointments. We recognized that there were people who would find the telephone hard and so we looked at other ways of providing face to face advice. We sought funding from Oxford City Council to extend our Digital Support funding for a further 3 months. This enabled us to train both our staff and clients in accessing digital appointments for those who wished to have face to face advice.



We also introduced a telephone checking in service whereby we contacted our most vulnerable clients on a weekly basis to check they were ok, had enough food, medication and needed any other support.

With funding from the Winter Warm Fund administered by Oxford City Council we were able to provide over £3000 of fuel top ups for residents, £5000 worth of Asda food vouchers and £7102 of white goods including washing machines, cookers and fridge freezers. In addition to this we provided funding to the Barton Community Larder to purchase, microwaves, slow cookers, kettles, cutlery and crockery and additional food for their members. With the help of my daughter who is a chef we also produced quick, easy, cheap slow cooker recipes for larder members.

There is no doubt that due to the costs of the pandemic our help is going to be needed just as much if not more going forward. Unfortunately, the cost also means that funding for agencies such as ours is also going to become more difficult to access and we need to be looking at ways of becoming sustainable going forward. This will be a priority for our management team over the next year and we hope to be able to bring some exciting news in our report in 2022.

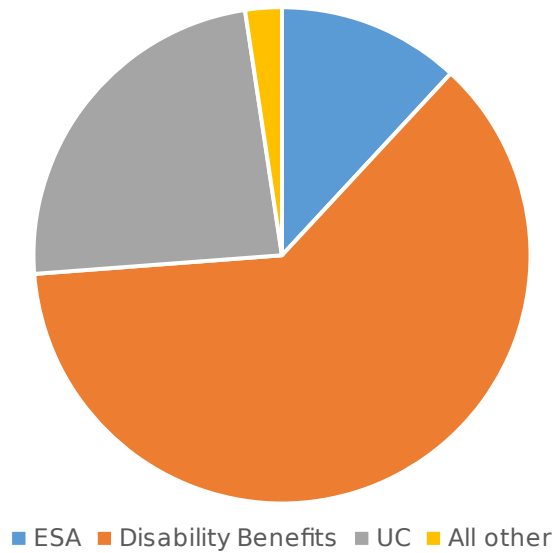
## PERFORMANCE

Tribunal representation 2020/2021

Oxfordshire Welfare Rights attended 40 tribunal hearings between April 2020 and March 2021 with an 84% success rate.

Total financial gains for Oxfordshire residents following actual representation at hearing was **£345,344.12**

Benefits

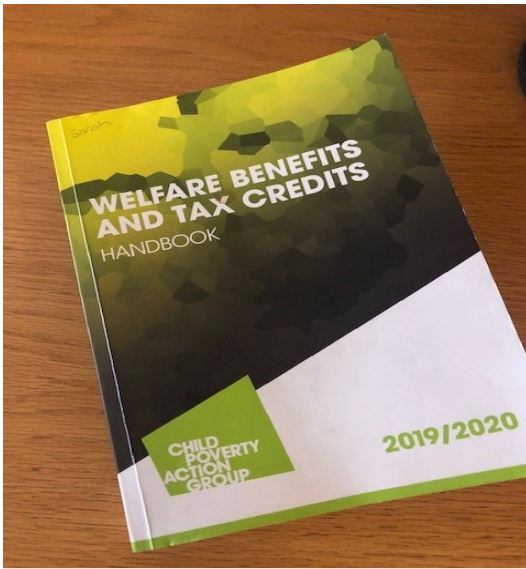


With the introduction of lockdown, hearings ceased to be held face to face and were conducted by telephone and later on in the year, video hearings.

With all overpayment decisions being suspended during this period, the majority of the appeals represented by OWR were in relation to disability benefits.

The above chart only shows results arising from attendance at appeal tribunal hearings. A further **£1,488,257.28** has been gained through new and repeat claims for benefits and challenges by way of Mandatory Reconsiderations. This means that our total benefit gains for Oxfordshire residents for the period 2020/21 was **£1,833,601.38**.

## ***Case Study - Welfare Benefits***



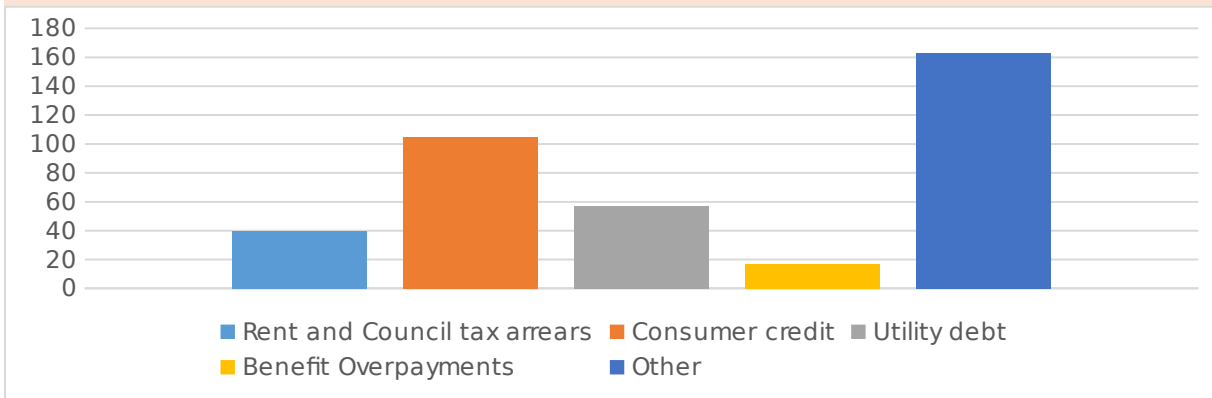
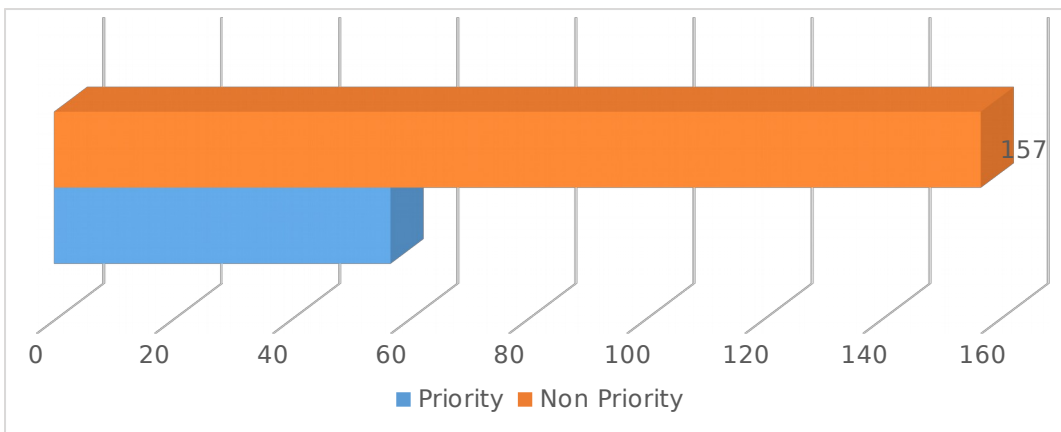
This was a client living alone with severe mental health problems which caused her to be reclusive and virtually impossible to communicate with. This led her to fail to engage with the DWP for the reassessment of her Personal Independence Payment (PIP) award, which continued to be paid through official error for several months before being stopped. A new claim was eventually made with much support and refused. Appeals were made against the refusal of the new claim as well as an overpayment decision on the old award. These were muddled by the DWP, who sought with the tribunal for one of the appeals to be struck out.

The DWP were in error. The tribunal was confused. The appellant was hiding. It was down to us to point out its error to the DWP, explain the situation to the tribunal and somehow induce the appellant, including with some robust encouragement, to engage with the process, and at least attend the telephone hearing of her appeals. Which she did, and won them both, and remains in receipt of her new award of PIP.

Without our intervention, she would not now be receiving the benefit to which she is clearly entitled.

## Debt

OCWA's debt specialist assisted with a total of 526 debt matters between April 2020 and March 2021 with a combined outstanding balance of £6,388,985.95. With hold on recovery and possession of priority debts such as rent and CT arrears, we saw that client seeking help for priority debts significantly decreased due to Covid. We expect this to start increasing over the next year.



A total of £6.3m of debt was written off for clients across the City of Oxford following OCWA's intervention.

Total advice and caseworker gains from April 2020 to March 2021

Specialist benefits advice and caseworker gains	£1,833,601.38.
Debt write offs	£6,300,000.00
<b>Total</b>	<b>£8,133,601.30</b>

## Debt Case Study

P became recently bereaved which left him struggling to cope as a single parent with three school age children. Following the loss of his partner debts began to accrue, including gas, electric, rent and council tax arrears. P was working but due to high rental costs and low income he also had to rely on Universal Credit.

P was having to cope with his own grief and that of his children, as well as work and trying to balance a very limited budget. Creditors were applying increased pressure and there were threats of enforcement action.

P was very concerned as his Thames Water debt was increasing because he did not have the ability to pay.

One of the first steps was to place the debts on Breathing Space. This is an official scheme whereby all the debts are placed on hold for two months. This gave P immediate relief from his creditors.

Next, we looked at how P could completely resolve the debt problem. Because P had no means to repay the debt it was found that a Debt Relief Order will clear all the debts. This would allow P a fresh start. However, P could not afford the £90 fee which has to be paid to make the application.

We applied to a charity for the £90 fee. This was granted and P now has a Debt Relief Order. He no longer needs to make any payments towards his debts nor worry about enforcement action. While the arrears owed to Thames Water is included in the Debt Relief Order, P is now able to pay the ongoing bill, preventing any further debt.

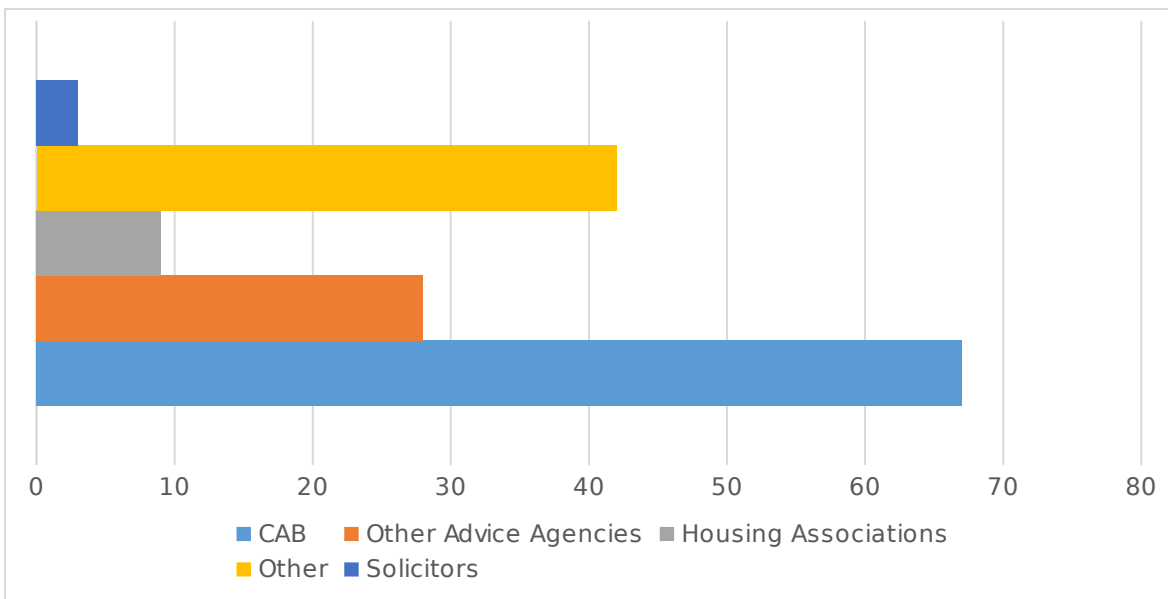


## **Referrals from other service providers**

Throughout 2020/21 OCWA advised a total of 1286 people both by telephone and face to face. 256 of these contacts resulted in significant casework being undertaken. Of these 149 clients were referred or signposted to us by other service providers across the County.

The chart below shows the split of referrals geographically across the county of Oxfordshire.

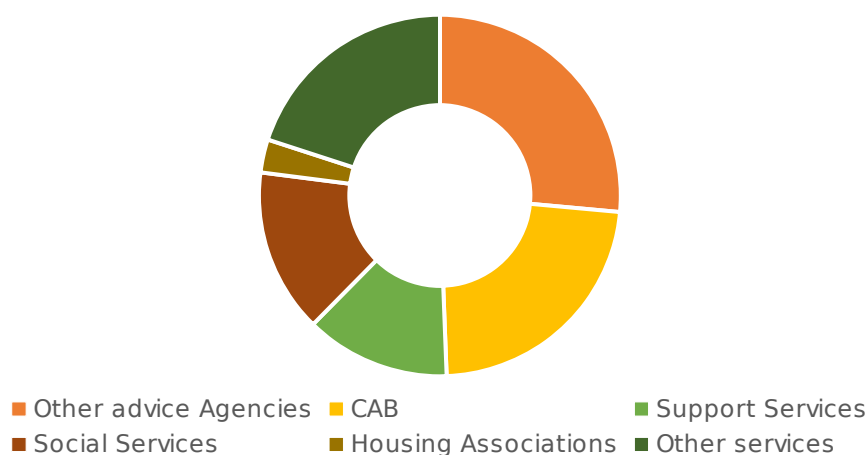
The five largest referring and signposting agencies are recorded below.



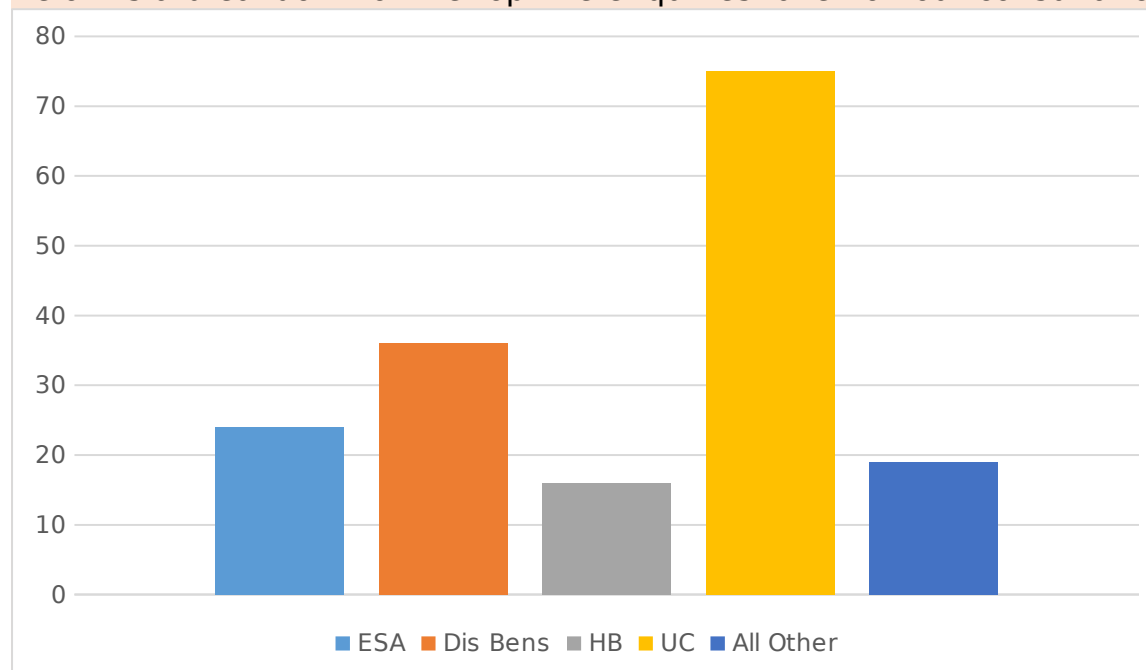
## Oxfordshire Consultancy Line

The total number of calls taken from service providers across the county in 2020/21 was 170. The breakdown of providers using our consultancy service was as follows:

## Consultancy users



Below is a breakdown of the top five enquiries taken on our consultancy line.



## Sample Consultancy Queries

**Q.** Treatment of property jointly owned as capital for UC on separation.

**A.** 50% share, but value may be reduced by encumbrances such as refusal by co-owner to sell, or tenants. Both applicable here. Rental income is treated as capital in UC. Capital value depends on equity.

**Q.** Client had house fire, Sanctuary Housing. They have refused to give him a temp property but are giving him £15 per day from a discretionary fund to help his mum who he is staying with. Client in receipt of ESA (MT) and PIP. Will this affect his benefits?



**A.** Grey area. Could argue that the payment is a Voluntary payment (definition in CPAG) and should be disregarded. Adviser needs to check if mum is in receipt of Housing Benefit or Housing Costs as her benefits may be affected.

**Q.** Client with epilepsy causing daily seizures, requires supervision all the time, has Enhanced Rate Mobility Component and now Standard Rate Daily Living on MR. 9 pts for cooking washing AND toilet. Considering appealing for ERDL on grounds of Activity 9- needs social support due to needing someone with her when socialising.

**A.** Advised against this. Social support relates to relationships, not supervision. There are no other disabling conditions, such as mental health. It is an award from 2019 to 2023. It is unusual to get the Daily Living Component when the sole condition is epilepsy. Very good award and there is a risk of losing the current award at appeal.



## **Digital Support Project**

With further funding from Oxford City Council development fund we were able to extend our Digital Support Project for a further 3 months from March 2020. With face to face appointments suspended due to the pandemic our focus was on providing training for clients who wanted to access digital face to face appointments. Our Digital Support Worker helped over 30 clients to access this support.

## **Training**

As of March 2020, all face to face training was suspended. Thanks to some funding from the Community Justice Fund we were able to set up a digital training program and recruited a previous member of staff to develop and deliver this program. We have expanded our online training services to cover

nationally and will restart face to face training for agencies in Oxfordshire in the near future.

Courses delivered have been Introduction to Benefits, Work Capability Assessments and Personal Independence Payments.

### **Feedback on training**

Great training! Experienced trainer who knew what he was talking about. Would highly recommend!

Clear, helpful and knowledgeable. Thank you

What they didn't know wasn't worth knowing....thanks so much

**Would definitely recommend to other agencies**

## **Partnership Working**



### **Oxford City Partnership**

OCWA is a partner in the Oxford City lottery-funded scheme known as Help in Crisis. The aim of the project was to provide more joined-up services to clients who come to us in crisis. The project is headed by Citizens Advice Oxford, and includes Barton Advice Centre, Agnes Smith Advice Centre, Rosehill and Donnington Advice Centre, Shelter, Asylum Welcome, Refugee Resource and

Oxfordshire Mind. In 2020 we entered into the final year of a five-year project which gave us the opportunity to learn effective ways of assisting our clients.

### **Sovereign Housing**

OCWA continued to work closely with Sovereign Housing to provide welfare benefit advice, and representation at appeal tribunals for their residents. The aim of the project is to ensure income maximisation and prevent rent arrears. In 2020/21 OCWA helped Sovereign Housing residents with benefit issues, securing total gains of £148,341.37

### **Greensquare**

OCWA's work with Greensquare on a project administered by Citizens Advice Oxford to provide support for both staff and tenants regarding welfare benefits continued throughout 2018/19. This work enabled OCWA to secure gains for Greensquare tenants of £67,590.02

### **Thames Water Trust**

We continued our partnership with the Agnes Smith Advice Centre to provide advice and applications for assistance funded by the Thames Water Trust after they extended our contract for a further year.

### **Bretherton Solicitors**

OCWA continues to work with Bretherton Solicitors in Banbury, providing welfare benefits advice and assistance nationally to clients of their spinal litigation team.

### **Oxfordshire Specialist Advice Service**

Age UK Oxfordshire, Citizens Advice Oxford, Citizens Advice West Oxfordshire and Oxfordshire Welfare Rights work together to provide a free, comprehensive, independent advice service.

The service helps with queries around benefits, money advice, budgeting and other welfare issues, and will link clients into services that can provide further support. This service is free for people to use. It is jointly funded by Adult Social Care and Children, Education and Families, so it is focused on meeting the needs of people living in Oxfordshire who are struggling with their day-to-day lives due to disability or ill health.

During 2020/21 Oxfordshire Welfare Rights assisted 23 Oxfordshire residents with complex benefit issues, including a significantly increased number of upper tribunal cases, securing £288,375.38 of benefits income.

## **Headway Oxfordshire**

We continued working in Partnership with Headway Oxfordshire who funded a 28 hour per week post to assist their service users with welfare benefit applications, challenges and appeal representation. From April 2020 to March 2021 we assisted 39 Headway clients and secured additional income of £373,213.28. We look forward to continuing our partnership with Headway going forward.

# **THANK YOU**

We would not be able to continue delivering our service if it weren't for funders. We would like to say thank you to all the organisations who provided us with funding in 2020/21:

Oxford City Council  
The Big Lottery, Awards for all  
AgeUK  
Sovereign Housing  
Greensquare  
Thames Water  
Headway Oxfordshire  
The Community Justice Fund  
Provincial Grand Lodge of Oxfordshire  
St Barbaras Masonic Lodge, Bicester  
John Lewis Charity

Bretherton Solicitors  
The Oxford City Stronger Together Partnership  
The Oxford City Advice Centre Forum

We would like to thank our Board of Directors for their support throughout 2020/21 and once again special thanks goes to our team of advisers and caseworkers for their commitment and dedication.



# In Memory of Justine Brown



**REGISTERED COMPANY NUMBER: 01785651 (England and Wales)**

**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**REPORT OF THE DIRECTORS**  
**AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

Mercer Lewin Ltd  
Chartered Accountants and Registered Auditors  
41 Cornmarket Street  
Oxford  
OX1 3HA



**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021**

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9	Detailed Statement of Financial Activities

Registered Charity No. 1049343

Company No. 01785651

Principal address and registered office:

Barton Neighbourhood Centre  
Underhill Circus  
Oxford OX3 9LS

Manager: Sarah Darby

Independent Examiner

Andrew Churchill Stone FCA DChA  
Mercer Lewin Ltd  
Chartered Accountants  
41 Cornmarket Street  
Oxford OX1 3HA

Bankers

Unity Trust Bank  
9 Brindley Place  
Oozells Square  
Birmingham B1 2HB

## **OXFORD COMMUNITY WORK AGENCY LIMITED**

### **REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31 MARCH 2021**

The Directors submit their report together with the accounts for the year ended 31 March 2021.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the FRS102.

#### **Principal activities**

The principal activity of the company during the year was to provide advice on welfare rights, employment rights and community work.

#### **Organisation**

The company is a registered charity, No.01785651 and is a company limited by guarantee. The company is governed by the terms of its memorandum and articles of association. The board of directors meets on a regular basis to fix matters of policy and strategy. The day to day management of the company's activities is delegated to a manager and other full time staff.

#### **Activities**

A detailed review of the company's activities, including details of those organisations with which it has collaborated in delivery of its services, can be found in the annual report.

#### **Directors**

The directors who served during the year were as follows:-

J Brown (died 26 December 2020)  
S Holden

T Munby  
N L T Williams

The directors are appointed by the members of the company.

Very sadly, one of the company's directors, Justine Brown, died in December 2020. Justine was a long-serving director, having held the role for over 15 years. She was extremely committed to OCWA, hardly ever missing a directors' meeting, and her contributions to discussions and decisions were always thoughtful and incisive. She was particularly supportive and helpful in the management of human resources, which was her area of professional expertise. She is greatly missed by all at the company, and we extend our sincere condolences to her family and friends.

#### **Financial review**

The main part of the company's activity is concerned with the giving of advice and support, and these services are provided by paid staff. The main sources of funding are grants from local authorities.

Following a deficit of £30,711 incurred in 2019-20, the company recorded a surplus of £18,892 in 2020-21. This was achieved mainly through the company's fundraising efforts, which resulted in the receipt of several significant grants, the most substantial being £27,435 from the Community Justice Fund. The company also reduced its expenditure in certain areas due to the Covid pandemic (e.g. in office service charges, utilities and travel).

**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

**Reserves policy**

The company's policy is to hold six months of expenditure in reserve to ensure continuity of service in times of funding uncertainty. Six months' expenditure represents approximately £117,000.

Unfortunately, because of some significant deficits incurred in recent years, the company's reserves are well below this target at £76,414, but the directors are determined to restore the targeted level over the next five years in spite of continuing pressure on local authority budgets.

**Risks**

The board have reviewed the risks to which the charity is exposed and policies have been put in place to minimise those risks.

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the state of the affairs of the company and of the surplus or deficit of the company for that period. In preparing those accounts the directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

The directors' report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the Board



11 October 2021

N L T Williams  
Director

## **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF OXFORD COMMUNITY WORK AGENCY LIMITED**

I report on the accounts of the charity for the year ended 31 March 2021 which are set out on pages 4 to 9 appended to this report.

### **Respective responsibilities of Directors and Examiner**

The directors are responsible for the preparation of the accounts; they consider that the audit requirement of the Charities Act 2011 (the Act) does not apply. It is my responsibility, without performing an audit, to carry out an examination of the accounts, to follow the procedures laid down in the general Directions given by the Charity Commission and to state whether any particular matters have come to my attention.

### **Basis of Examiner's statement**

My report is in respect of an examination carried out under s145 of the Act and in accordance with directions given by the Charity Commissioners under subsection 5(b) of that section. An examination includes a review of the accounting records kept by the directors and a comparison of the accounts presented with those records which is primarily limited to analytical procedures and to the making of such enquiries of the directors as was necessary for the purposes of this report. The procedures undertaken do not constitute an audit.

### **Examiner's statement**

Based on my examination, no matter has come to my attention which gives me reasonable cause to believe that in any material respect, accounting records have not been kept on accordance with s130 of the Act, or that the accounts presented do not accord with those records or comply with the accounting requirements of the Act. No matter has come to my attention to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



A Churchill Stone FCA DChA  
Mercer Lewin Limited  
Chartered Accountants  
41 Cornmarket Street  
Oxford OX1 3HA

11 October 2021

**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021**  
**INCLUDING INCOME AND EXPENDITURE ACCOUNT**

	Note	Unrestricted Funds General £	Designated £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
<b>Income:</b>						
Fundraising/donations		-	-	-	-	-
Income from Charitable Activities:						
Grants receivable	1a	175,964	-	30,920	206,884	219,060
Training and similar income		42,520	-	-	42,520	7,170
CJRS government grant		3,184	-	-	3,184	-
Bank/investment interest		37	-	-	37	244
<b>Total incoming resources</b>		<u>221,705</u>	<u>-</u>	<u>30,920</u>	<u>252,625</u>	<u>226,474</u>
<b>Expenditure</b>						
Expenditure on Charitable Activities		193,877	-	30,920	224,797	248,599
Governance costs	1b	<u>8,936</u>	<u>-</u>	<u>-</u>	<u>8,936</u>	<u>8,586</u>
<b>Total resources expended</b>		<u>202,813</u>	<u>-</u>	<u>30,920</u>	<u>233,733</u>	<u>257,185</u>
<b>Net movement in funds before transfers</b>		18,892	-	-	18,892	(30,711)
<b>Transfers between funds</b>	11	3,216	(3,216)	-	-	-
<b>Net income/(expenditure) for the year</b>		<u>22,107</u>	<u>(3,216)</u>	<u>-</u>	<u>18,892</u>	<u>(30,711)</u>
<b>Total funds brought forward</b>		<u>43,409</u>	<u>14,114</u>	<u>-</u>	<u>57,523</u>	<u>88,234</u>
<b>Total funds carried forward</b>		<u>65,516</u>	<u>10,898</u>	<u>-</u>	<u>76,414</u>	<u>57,523</u>

**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**BALANCE SHEET AS AT 31 MARCH 2021**

	Note	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	6		10,898		14,114
<b>Current assets</b>					
Debtors	7	2,076		2,656	
Cash at bank and in hand		<u>77,922</u>		<u>52,431</u>	
		79,998		55,087	
<b>Creditors - amounts falling due within one year</b>	8	<u>14,482</u>		<u>11,678</u>	
Net current assets			<u>65,516</u>		<u>43,409</u>
<b>Total assets less current liabilities</b>			<u><u>76,414</u></u>		<u><u>57,523</u></u>
Represented by:					
<b>Unrestricted funds</b>	General		65,516		43,409
	Designated		10,898		14,114
<b>Restricted funds</b>			-		-
			<u>76,414</u>		<u>57,523</u>
			<u><u>76,414</u></u>		<u><u>57,523</u></u>

The directors are satisfied that the company is entitled to exemption from the provisions of the Companies Act 2006 (the Act) relating to the audit of the financial statements for the period by virtue of section 477, and that no member or members have requested an audit pursuant to section 476 of the Act.

The directors acknowledge their responsibility for:

- (i) ensuring that the company keeps proper accounting records which comply with section 386 of the Act, and
- (ii) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial period and of its profit or loss for the financial period in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the company.

The accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

These financial statements were approved by the Board on 11 October 2021.



N L T Williams  
 Director

# OXFORD COMMUNITY WORK AGENCY LIMITED

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

### 1. Principal accounting policies

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 applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Oxford Community Work Agency 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 note.

#### (a) Grants

Grants receivable represent amounts received during the year as adjusted for any elements that were given to fund expenditure in future periods, which are included in the balance sheet as deferred income.

#### (b) Allocation of expenditure in Statement of Financial Activities

Administrators' salaries and accountancy and audit costs are classified as management and administration costs. All other costs, which principally relate to welfare rights workers' salaries, premises costs and office overheads, are classified as direct charitable expenditure.

#### (c) Depreciation

Depreciation is provided on a straight line basis at rates estimated to reduce the cost of fixed assets to their residual values over their anticipated useful lives. The following annual rates are used:

Office equipment	25.00%
Computer equipment	33.33%

#### (d) Fixed asset investments

Fixed asset investments are stated at market value.

#### (e) Pension contributions

The company operates a defined contribution pension scheme for employees. Contributions to the scheme are charged to the Income and Expenditure account as they fall due.

### 2. Income and expenditure

Income and expenditure is shown in detail in the Detailed Statement of Financial Activities set out on page 9.

### 3. Net movement in funds

	2021	2020
The net movement in funds is stated after charging:	£	£
Independent Examiner's remuneration	<u>1,200</u>	<u>1,200</u>

### 4. Directors' emoluments

The directors received no emoluments or reimbursements of expenses from the company during the year.



**OXFORD COMMUNITY WORK AGENCY LIMITED****NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

<b>5. Employees' emoluments</b>	<b>2021 £</b>	<b>2020 £</b>
Salaries	147,233	159,746
Employers' National Insurance	6,383	13,699
Pension contributions	14,509	17,809
	<u>168,124</u>	<u>191,254</u>
The average number of employees during the year was:	<u>7</u>	<u>7</u>
No employee earned more than £60,000 in the year.		

<b>6. Tangible fixed assets</b>	Office equipment £	Computer equipment £	<b>Total £</b>
<b>Cost</b>			
At 1 April 2020	7,177	50,512	57,689
Additions	-	1,736	1,736
Disposals	-	-	-
At 31 March 2021	<u>7,177</u>	<u>52,249</u>	<u>59,426</u>
<b>Depreciation</b>			
At 1 April 2020	7,177	36,398	43,575
Charge for the year	-	4,952	4,952
Disposals	-	-	-
At 31 March 2021	<u>7,177</u>	<u>41,350</u>	<u>48,527</u>
<b>Net Book Value</b>			
At 31 March 2021	<u>-</u>	<u>10,898</u>	<u>10,898</u>
At 31 March 2020	<u>-</u>	<u>14,114</u>	<u>14,114</u>

All of the assets shown above are used in direct furtherance of the charity's objects.

<b>7. Debtors</b>	<b>2021 £</b>	<b>2020 £</b>
Prepayments and accrued income	2,076	2,212
Other debtors	-	443
	<u>2,076</u>	<u>2,656</u>

<b>8. Creditors - amounts falling due within one year</b>	<b>2021 £</b>	<b>2020 £</b>
Trade creditors	8,222	5,423
Other creditors	60	-
Taxation and social security	5,001	5,255
Accruals	1,200	1,000
	<u>14,482</u>	<u>11,678</u>

**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

**9. Status of company**

The company is a registered charity and is limited by guarantee without a share capital. The maximum liability of each member for payment of debts of the company is £1. At 31 March 2021 there were 4 members.

**10. Restricted funds**

During the year, the company received restricted funds received and spent during the year were £30,920, made up of Headway income and the extension of 6 months for the Digital Support Role from April last year.

**11. Designated funds - fixed assets**

	£
Transfers (to)/from general fund	(3,216)
Expenditure in year	<u>-</u>
Net movement in funds	(3,216)
Balance brought forward	<u>14,114</u>
Balance carried forward	<u><u>10,898</u></u>

The Fixed Asset fund was set up to eliminate from general funds those amounts represented by fixed assets. Transfers are made to or from this fund to reflect the annual movement in the value of fixed assets.

**12. Split of assets between funds**

	General fund £	Designated funds £	Total £
Tangible fixed assets	-	10,898	10,898
Net current assets	<u>65,516</u>	<u>-</u>	<u>65,516</u>
	<u><u>65,516</u></u>	<u><u>10,898</u></u>	<u><u>76,414</u></u>

**OXFORD COMMUNITY WORK AGENCY LIMITED****DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021**

	<b>Unrestricted Funds</b>		<b>Restricted Funds</b>	<b>Total 2021</b>	<b>Total 2020</b>
	<b>General</b>	<b>Designated</b>			
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>INCOME</b>					
Oxford City Council grant	116,480	-	-	116,480	116,480
Donations	5,520	-	-	5,520	3,116
Brethertons	1,290	-	-	1,290	-
Age UK	18,000	-	-	18,000	18,000
Big Lottery	5,740	-	-	5,740	7,616
Thames Water	-	-	14,808	14,808	13,430
Digital Support	-	-	16,112	16,112	26,719
Headway	15,334	-	-	15,334	20,800
Sovereign Vale	4,000	-	-	4,000	3,000
Awards for All	9,600	-	-	9,600	9,900
Bank interest receivable	37	-	-	37	244
CJRS government grant	3,184	-	-	3,184	-
Training income	42,520	-	-	42,520	7,170
	<u>221,705</u>	<u>-</u>	<u>30,920</u>	<u>252,625</u>	<u>226,474</u>
<b>EXPENDITURE</b>					
<u>Cost of Charitable Activities</u>					
Salaries and wages	137,204	-	30,920	168,124	191,254
Disbursements	11,350	-	-	11,350	-
Travel and subsistence	626	-	-	626	804
Repairs, renewals, computing and internet	4,825	-	-	4,825	6,296
Photocopying, printing, stationery	8,000	-	-	8,000	8,960
Telephone	2,372	-	-	2,372	2,316
Postage	993	-	-	993	1,552
Insurance	2,448	-	-	2,448	3,912
Subscriptions, books and periodicals	2,473	-	-	2,473	5,696
Rent and rates	10,006	-	-	10,006	9,995
Service charges	1,645	-	-	1,645	6,634
HR Support	2,578	-	-	2,578	328
Training and courses	2,941	-	-	2,941	1,801
Digital Support partner costs	-	-	-	-	3,784
Bank charges	129	-	-	129	137
Legal and professional fees	-	-	-	-	1,428
Sundry costs	1,334	-	-	1,334	2,218
Depreciation	4,952	-	-	4,952	1,486
	<u>202,813</u>	<u>-</u>	<u>30,920</u>	<u>233,733</u>	<u>257,185</u>
	18,892	-	-	18,892	(30,711)
<b>Transfers between funds</b>	3,216	(3,216)	-	-	-
<b>Surplus/(deficit) for the year</b>	<u>22,107</u>	<u>(3,216)</u>	<u>-</u>	<u>18,892</u>	<u>(30,711)</u>

**REGISTERED COMPANY NUMBER: 01785651 (England and Wales)**

**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**REPORT OF THE DIRECTORS**  
**AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

Mercer Lewin Ltd  
Chartered Accountants and Registered Auditors  
41 Cornmarket Street  
Oxford  
OX1 3HA

**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021**

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1	Report of the Directors
2	Statement of Directors' responsibilities
3	Independent Examiner's report
4	Statement of Financial Activities
5	Balance Sheet
6-8	Notes to the Financial Statements
9	Detailed Statement of Financial Activities

Registered Charity No. 1049343

Company No. 01785651

Principal address and registered office:

Barton Neighbourhood Centre  
Underhill Circus  
Oxford OX3 9LS

Manager: Sarah Darby

Independent Examiner

Andrew Churchill Stone FCA DChA  
Mercer Lewin Ltd  
Chartered Accountants  
41 Cornmarket Street  
Oxford OX1 3HA

Bankers

Unity Trust Bank  
9 Brindley Place  
Oozells Square  
Birmingham B1 2HB

## **OXFORD COMMUNITY WORK AGENCY LIMITED**

### **REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31 MARCH 2021**

The Directors submit their report together with the accounts for the year ended 31 March 2021.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the FRS102.

#### **Principal activities**

The principal activity of the company during the year was to provide advice on welfare rights, employment rights and community work.

#### **Organisation**

The company is a registered charity, No.01785651 and is a company limited by guarantee. The company is governed by the terms of its memorandum and articles of association. The board of directors meets on a regular basis to fix matters of policy and strategy. The day to day management of the company's activities is delegated to a manager and other full time staff.

#### **Activities**

A detailed review of the company's activities, including details of those organisations with which it has collaborated in delivery of its services, can be found in the annual report.

#### **Directors**

The directors who served during the year were as follows:-

J Brown (died 26 December 2020)  
S Holden

T Munby  
N L T Williams

The directors are appointed by the members of the company.

Very sadly, one of the company's directors, Justine Brown, died in December 2020. Justine was a long-serving director, having held the role for over 15 years. She was extremely committed to OCWA, hardly ever missing a directors' meeting, and her contributions to discussions and decisions were always thoughtful and incisive. She was particularly supportive and helpful in the management of human resources, which was her area of professional expertise. She is greatly missed by all at the company, and we extend our sincere condolences to her family and friends.

#### **Financial review**

The main part of the company's activity is concerned with the giving of advice and support, and these services are provided by paid staff. The main sources of funding are grants from local authorities.

Following a deficit of £30,711 incurred in 2019-20, the company recorded a surplus of £18,892 in 2020-21. This was achieved mainly through the company's fundraising efforts, which resulted in the receipt of several significant grants, the most substantial being £27,435 from the Community Justice Fund. The company also reduced its expenditure in certain areas due to the Covid pandemic (e.g. in office service charges, utilities and travel).

**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

**Reserves policy**

The company's policy is to hold six months of expenditure in reserve to ensure continuity of service in times of funding uncertainty. Six months' expenditure represents approximately £117,000.

Unfortunately, because of some significant deficits incurred in recent years, the company's reserves are well below this target at £76,414, but the directors are determined to restore the targeted level over the next five years in spite of continuing pressure on local authority budgets.

**Risks**

The board have reviewed the risks to which the charity is exposed and policies have been put in place to minimise those risks.

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the state of the affairs of the company and of the surplus or deficit of the company for that period. In preparing those accounts the directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

The directors' report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the Board



11 October 2021

N L T Williams  
Director

## **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF OXFORD COMMUNITY WORK AGENCY LIMITED**

I report on the accounts of the charity for the year ended 31 March 2021 which are set out on pages 4 to 9 appended to this report.

### **Respective responsibilities of Directors and Examiner**

The directors are responsible for the preparation of the accounts; they consider that the audit requirement of the Charities Act 2011 (the Act) does not apply. It is my responsibility, without performing an audit, to carry out an examination of the accounts, to follow the procedures laid down in the general Directions given by the Charity Commission and to state whether any particular matters have come to my attention.

### **Basis of Examiner's statement**

My report is in respect of an examination carried out under s145 of the Act and in accordance with directions given by the Charity Commissioners under subsection 5(b) of that section. An examination includes a review of the accounting records kept by the directors and a comparison of the accounts presented with those records which is primarily limited to analytical procedures and to the making of such enquiries of the directors as was necessary for the purposes of this report. The procedures undertaken do not constitute an audit.

### **Examiner's statement**

Based on my examination, no matter has come to my attention which gives me reasonable cause to believe that in any material respect, accounting records have not been kept on accordance with s130 of the Act, or that the accounts presented do not accord with those records or comply with the accounting requirements of the Act. No matter has come to my attention to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



A Churchill Stone FCA DChA  
Mercer Lewin Limited  
Chartered Accountants  
41 Cornmarket Street  
Oxford OX1 3HA

11 October 2021



**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021**  
**INCLUDING INCOME AND EXPENDITURE ACCOUNT**

	Note	Unrestricted Funds General £	Designated £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
<b>Income:</b>						
Fundraising/donations		-	-	-	-	-
Income from Charitable Activities:						
Grants receivable	1a	175,964	-	30,920	206,884	219,060
Training and similar income		42,520	-	-	42,520	7,170
CJRS government grant		3,184	-	-	3,184	-
Bank/investment interest		37	-	-	37	244
<b>Total incoming resources</b>		<b>221,705</b>	<b>-</b>	<b>30,920</b>	<b>252,625</b>	<b>226,474</b>
<b>Expenditure</b>						
Expenditure on Charitable Activities		193,877	-	30,920	224,797	248,599
Governance costs	1b	8,936	-	-	8,936	8,586
<b>Total resources expended</b>		<b>202,813</b>	<b>-</b>	<b>30,920</b>	<b>233,733</b>	<b>257,185</b>
<b>Net movement in funds before transfers</b>		<b>18,892</b>	<b>-</b>	<b>-</b>	<b>18,892</b>	<b>(30,711)</b>
<b>Transfers between funds</b>	11	<b>3,216</b>	<b>(3,216)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net income/(expenditure) for the year</b>		<b>22,107</b>	<b>(3,216)</b>	<b>-</b>	<b>18,892</b>	<b>(30,711)</b>
<b>Total funds brought forward</b>		<b>43,409</b>	<b>14,114</b>	<b>-</b>	<b>57,523</b>	<b>88,234</b>
<b>Total funds carried forward</b>		<b>65,516</b>	<b>10,898</b>	<b>-</b>	<b>76,414</b>	<b>57,523</b>

**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**BALANCE SHEET AS AT 31 MARCH 2021**

	Note	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	6		10,898		14,114
<b>Current assets</b>					
Debtors	7	2,076		2,656	
Cash at bank and in hand		<u>77,922</u>		<u>52,431</u>	
		79,998		55,087	
<b>Creditors - amounts falling due within one year</b>	8	<u>14,482</u>		<u>11,678</u>	
Net current assets			<u>65,516</u>		<u>43,409</u>
<b>Total assets less current liabilities</b>			<u><u>76,414</u></u>		<u><u>57,523</u></u>
Represented by:					
<b>Unrestricted funds</b>	General		65,516		43,409
	Designated		10,898		14,114
<b>Restricted funds</b>			-		-
			<u>76,414</u>		<u>57,523</u>
			<u><u>76,414</u></u>		<u><u>57,523</u></u>

The directors are satisfied that the company is entitled to exemption from the provisions of the Companies Act 2006 (the Act) relating to the audit of the financial statements for the period by virtue of section 477, and that no member or members have requested an audit pursuant to section 476 of the Act.

The directors acknowledge their responsibility for:

- (i) ensuring that the company keeps proper accounting records which comply with section 386 of the Act, and
- (ii) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial period and of its profit or loss for the financial period in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the company.

The accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

These financial statements were approved by the Board on 11 October 2021.



N L T Williams  
 Director

# OXFORD COMMUNITY WORK AGENCY LIMITED

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021

### 1. Principal accounting policies

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 applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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Fixed asset investments are stated at market value.

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The company operates a defined contribution pension scheme for employees. Contributions to the scheme are charged to the Income and Expenditure account as they fall due.

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The directors received no emoluments or reimbursements of expenses from the company during the year.

**OXFORD COMMUNITY WORK AGENCY LIMITED****NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

<b>5. Employees' emoluments</b>	<b>2021 £</b>	<b>2020 £</b>
Salaries	147,233	159,746
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	<u>168,124</u>	<u>191,254</u>
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At 1 April 2020	7,177	50,512	57,689
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<b>Depreciation</b>			
At 1 April 2020	7,177	36,398	43,575
Charge for the year	-	4,952	4,952
Disposals	-	-	-
At 31 March 2021	<u>7,177</u>	<u>41,350</u>	<u>48,527</u>
<b>Net Book Value</b>			
At 31 March 2021	<u>-</u>	<u>10,898</u>	<u>10,898</u>
At 31 March 2020	<u>-</u>	<u>14,114</u>	<u>14,114</u>

All of the assets shown above are used in direct furtherance of the charity's objects.

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**OXFORD COMMUNITY WORK AGENCY LIMITED**  
**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

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Expenditure in year	<u>-</u>
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Balance brought forward	<u>14,114</u>
Balance carried forward	<u><u>10,898</u></u>

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**12. Split of assets between funds**

	General fund £	Designated funds £	Total £
Tangible fixed assets	-	10,898	10,898
Net current assets	<u>65,516</u>	<u>-</u>	<u>65,516</u>
	<u><u>65,516</u></u>	<u><u>10,898</u></u>	<u><u>76,414</u></u>

**OXFORD COMMUNITY WORK AGENCY LIMITED****DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021**

	<b>Unrestricted Funds</b>		<b>Restricted Funds</b>	<b>Total 2021</b>	<b>Total 2020</b>
	<b>General</b>	<b>Designated</b>			
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>INCOME</b>					
Oxford City Council grant	116,480	-	-	116,480	116,480
Donations	5,520	-	-	5,520	3,116
Brethertons	1,290	-	-	1,290	-
Age UK	18,000	-	-	18,000	18,000
Big Lottery	5,740	-	-	5,740	7,616
Thames Water	-	-	14,808	14,808	13,430
Digital Support	-	-	16,112	16,112	26,719
Headway	15,334	-	-	15,334	20,800
Sovereign Vale	4,000	-	-	4,000	3,000
Awards for All	9,600	-	-	9,600	9,900
Bank interest receivable	37	-	-	37	244
CJRS government grant	3,184	-	-	3,184	-
Training income	42,520	-	-	42,520	7,170
	<u>221,705</u>	<u>-</u>	<u>30,920</u>	<u>252,625</u>	<u>226,474</u>
<b>EXPENDITURE</b>					
<u>Cost of Charitable Activities</u>					
Salaries and wages	137,204	-	30,920	168,124	191,254
Disbursements	11,350	-	-	11,350	-
Travel and subsistence	626	-	-	626	804
Repairs, renewals, computing and internet	4,825	-	-	4,825	6,296
Photocopying, printing, stationery	8,000	-	-	8,000	8,960
Telephone	2,372	-	-	2,372	2,316
Postage	993	-	-	993	1,552
Insurance	2,448	-	-	2,448	3,912
Subscriptions, books and periodicals	2,473	-	-	2,473	5,696
Rent and rates	10,006	-	-	10,006	9,995
Service charges	1,645	-	-	1,645	6,634
HR Support	2,578	-	-	2,578	328
Training and courses	2,941	-	-	2,941	1,801
Digital Support partner costs	-	-	-	-	3,784
Bank charges	129	-	-	129	137
Legal and professional fees	-	-	-	-	1,428
Sundry costs	1,334	-	-	1,334	2,218
Depreciation	4,952	-	-	4,952	1,486
	<u>202,813</u>	<u>-</u>	<u>30,920</u>	<u>233,733</u>	<u>257,185</u>
	18,892	-	-	18,892	(30,711)
<b>Transfers between funds</b>	3,216	(3,216)	-	-	-
<b>Surplus/(deficit) for the year</b>	<u>22,107</u>	<u>(3,216)</u>	<u>-</u>	<u>18,892</u>	<u>(30,711)</u>