

ELMORE COMMUNITY SERVICES

England & Wales · Charity number 1090616

Details

Other names	ELMORE TEAM
Status	Registered
Legal form	Charitable company
Company number	04139974
Registered	2002-02-15
Register	View on the Charity Commission register

Contact

Address	213 Barns Rd Oxford OX4 3UT
Phone	01865200130
Email	info@elmore.org.uk
Website	www.elmorecommunityservices.org.uk

Activities

Objects: THE OBJECTS OF THE CHARITY ARE FOR THE PUBLIC BENEFIT THE RELIEF OF POVERTY AND SICKNESS, AND THE ADVANCEMENT OF EDUCATION AND TRAINING OF PERSONS BY ANY CHARITABLE MEANS AND TO FURTHER THE STUDY AND RESEARCH INTO ALL ASPECTS AND METHODS OF RELIEVING POVERTY AND SICKNESS TOGETHER WITH THE PUBLICATION AND DISSEMINATION OF THE RESULTS OF SUCH STUDY AND RESEARCH.

Activities: Elmore Community Services works with people with complex needs who do not easily fit the remit of other agencies. Needs arise from combinations of problems with mental health, substance misuse, homelessness, offending, exploitation and trafficking, learning and communication difficulties. We work across Oxfordshire. We provide practical help, emotional support, advocacy and outreach.

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty
- **Who:** People With Disabilities, The General Public/mankind

Geography

- Buckinghamshire
- Oxfordshire
- West Berkshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,609,421	£2,797,458	£1,232,678	68
2024-03-31	£2,265,535	£2,454,630	£1,415,239	67
2023-03-31	£2,283,616	£2,361,226	£1,553,076	56
2022-03-31	£2,138,292	£1,579,418	£1,681,262	50
2021-03-31	£1,328,720	£1,046,530	£1,097,272	33

Trustees

Name	Role	Appointed
Nigel Chapman	Chair	2024-01-20
Becky Willis		2022-12-08
Elaine Shelton		2025-09-23
Gareth Kenworthy		2023-05-30
Liz Challis		2022-12-08
Vanessa Odlin		2022-12-08
Victoria Fields		2025-09-23

Accounts

Charity registration number 1090616 (England and Wales)

Company registration number 04139974

ELMORE COMMUNITY SERVICES
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

ELMORE COMMUNITY SERVICES

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

Ms V Odlin
Ms B Willis
Ms L Challis
Mr G Kenworthy
Mr N Chapman
Ms E Shelton

(Appointed 23 September
2025)

Ms V Fields

(Appointed 23 September
2025)

Charity number (England and Wales)

1090616

Company number

04139974

Registered office

213 Barns Road
Oxford
Oxfordshire
OX4 3UT

Auditor

Shaw Gibbs (Audit) Limited
264 Banbury Road
Oxford
OX2 7DY

ELMORE COMMUNITY SERVICES

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ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006 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) (effective 1 January 2019)".

Objectives and activities

Elmore Community Services is a charity set up in 1989. We provide high quality, flexible services in the community to marginalised and disenfranchised people who would otherwise fall between the gaps in services due to their multiple and complex needs.

Elmore's clients are people aged 18+ with multiple and complex needs, living in Oxfordshire, Berkshire and Buckinghamshire. Clients are likely to have multiple separate support needs such as mental health issues, homelessness and rough sleeping, substance misuse, offending, difficulty in forming and sustaining relationships, physical disability, self-harm, learning difficulties, domestic abuse, sex working or experience of abuse and neglect. Elmore clients are likely to have experienced trauma, and may struggle to have trust in people in positions of authority.

Elmore works closely in partnership within the health and social care system. This includes close working relationships with statutory providers and with other voluntary and community sector organisations. Elmore delivers work as part of the Oxfordshire Mental Health Partnership, Oxfordshire Homeless Alliance, and Family Solutions Plus partnership. This includes both large teams and smaller pieces of work which may be delivered in the community, or embedded within statutory or clinical services.

Achievements and performance

During the financial year 2024/2025 (April 2024 to March 2025 inclusive), Elmore Community Services has supported over 1,200 people across Buckinghamshire, Oxfordshire and Berkshire.

Elmore continued to work across the Thames Valley during this period consolidating newer work in Buckinghamshire and Berkshire; building relationships with stakeholders and growing the knowledge and reputation of services in these geographies. Project work in Berkshire was expanded from October 2024 onwards, with significant recruitment undertaken as a result of this.

Work in Buckinghamshire was reduced due to sufficient funding not being in place to continue all posts. The post to support people within the South Asian Community was discontinued in December 2024. This work had achieved notable positive outcomes but could not continue without designated funding.

Elmore's longstanding connection with the Oxfordshire Mental Health Partnership (OMHP) continued, with collaborative work taking place with the purpose of reviewing and developing services for 2025 onwards.

Elmore's work with victim/survivors and perpetrators of domestic abuse as part of Family Solutions Plus expanded significantly following a successful tender process in November 2024. This led to the provision of case work support operated by Elmore tripling in size to 17 FTE caseworkers, focused on providing skilled interventions to support clients and improve outcomes and safety for their children. This increase has further strengthened relationships with Children and Family Social Care teams within Oxfordshire County Council (who are both partners and commissioners for this service).

An agreement was made for Elmore to provide 1 FTE Caseworker to work embedded in the Adults Community Eating Disorders (ACED) team. This worker liaised closely with the clinical service operated by Oxford Health NHS Foundation Trust, to provide social and practical support for people in their community.

Work to provide support for people identified as being High Intensity Users of urgent and emergency care services continued in 2024/25. The role was restructured to move from being delivered by one designated case worker, to being integrated within the Elmore Floating Support team, and delivered by sharing cases across a larger team.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Achievements and performance (continued)

The Rise and Shine service responded to wider mental health system needs by adapting criteria and refocusing part of the available support provision on support for adults aged 63+. This group had been identified less likely to have access to some support services locally.

Work with clients presenting with a dual diagnosis of substance use and mental health continued as part of the Oxfordshire Health and Homelessness Inclusion team. The Elmore caseworker supported individuals with complex needs to support their engagement and reach positive outcomes as part of this brief intervention.

The Oxfordshire Safe Haven Case worker continued to support people seeking support in mental health crisis to address contributing factors, and prevent repeat crisis in the longer term.

The team delivering Personality Disorder Interventions in Oxfordshire expanded in response to high level of demand for this service. 3 fixed term workers were added to expand the team who deliver interventions within NHS Keystone Hubs in the county, offering Structured Psychological Support (SPS) and a briefer intervention to support people in crisis.

The Fresh Start project working with people experiencing street homelessness also closed at the end of 2024/25 due to further funding not being available. However, links with stakeholders remain in place so that people who have experienced homelessness and access other Elmore services, are likely to receive support that is well informed and delivered in collaboration with other relevant local organisations.

Work on the Tenancy Sustainment contract from Oxford City Council received no inflationary uplift, therefore it was necessary to reduce the available provision to deliver this work.

During 2024/25, a successful bid was made for Peer Housing Support Worker Funding, which trained two Case Workers to complete a Level 3 qualification from the Chartered Institute of Housing on homelessness.

A number of changes to staff pay were made from April 2024, with further review and benchmarking to consolidate this and to ensure fair pay across different staffing levels.

2024/25 saw significant change within the strategic and operational leadership of Elmore. CEO Tom Hayes left his post in July 2024, and the Operations Manager post was also vacant from May 2024, with the decision made to discontinue the latter role, and re-integrate Service Managers to the Senior Leadership Team within the organisation. Work from a number of consultants was discontinued as part of a move to review and consolidate the leadership team in the organisation. Lesley Dewhurst took up the role of interim CEO from July 2024, and Andrew Grillo was appointed as permanent CEO in February 2025.

In addition to senior leadership changes, further resourcing in relation to accounts and financial management was implemented by adding to the team contracted to deliver this work for Elmore.

The overall level of staffing at Elmore was 67 members of staff (including 17 managers) at the start of the financial year, and this increased to 72 members of staff (including 20 managers) by the end of the financial year.

Elmore has also made significant steps forward in terms of data security, including multi-factor authentication for client data and auditing all our data systems. This included completing the process to comply with the NHS Data Toolkit for the first time in 2024. This is an ongoing requirement of NHS contracts and will be a requirement annually.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Financial review

This part of the report supports the audited Accounts of Elmore for the 12-month period to 31st March 2025 and provides more commentary on the statements contained in them. The Accounts conform to statutory requirements and this report is intended to provide further interpretation and explanation.

Income and Expenditure

Elmore finished the year with a net loss, expenditure higher than income, of £183k. This means that, as in previous years, the charity is drawing on some of its historic reserves to bridge the gap. Last year's loss was £138k but this was after an investment gain of £51k. Excluding the investment gain, the loss this year was £188k compared to a loss in 2023/24 of £189k. This level of loss is not sustainable in the medium term and the Elmore team have worked hard this year to get to a position where income covers costs both on a per contract basis and also as an organisation as a whole. Efforts are still continuing but, despite inflationary pressures and the national insurance rise, we are expecting a very small surplus for FY2025/26.

The charity's income for this year was £2.609m, an increase of £344k (15%) on the prior year (2023/24, £2.265m). This mainly related to the expansion of the Family Solutions Plus contract.

Almost all of Elmore's income, £2.584m (99%) comes from commissioners of our services. These commissioners are the NHS and Local Authorities. Page 16 of the accounts sets these out.

Elmore's expenditure for the year was £2.797m, an increase of £343k (14%) on the previous year (2023/24, £2.454m). Of this there was an increase of £272k in our 'direct' costs, from £2.078m in 2023/24 to £2.35m in 2024/25. Direct costs are those that are incurred in delivery of the charity objectives and the services for clients provided under our contracts. Direct staff costs were up £110k because of the expansion of the Family Solutions Plus contract in the second half of the year.

Direct office costs were up £165k to £193k this year due to a significant spend on recruitment fees of £45k to meet contractual obligations on the Family Solutions plus contract and also due to the outsourcing of the temporary CEO role and the finance function. Rent also increased £15k as a larger space was taken on.

Support and governance costs (non-direct) increased by 69K as some investment in additional FTEs under the HR and admin team was required to support the expanded contract with these in for a full year in 2024/25.

The charity holds a proportion of its (unrestricted) reserves in investment. In 2024/25 the income (interest) from investments was £6,028 with £3,986 spent on investment management. There was an upwards revaluation of the investment assets at year-end leading to a £5k gain.

Balance sheet

Elmore finished the year with £624k of fixed assets, the majority of which are its investment assets. These totalled £614k at the end of the year which was only a £2k increase on the previous year. Note that the investment value fell significantly in Q1 of 2025 but has since recovered with a valuation of £677k as at 1st December 2025.

The value of the charity's tangible (those that can be seen and touched) fixed assets reduced in year to £10k (from £22k) as those items were depreciated (their residual value reducing over time as they are used).

The money owed to the charity (debtors) increased from £200k in 2023/24 to £352k in this year due in part to the increased income but also because of an aged debtor of £98k. £54k of this amount has now been received with the remaining balance approved but not yet received as of the signing of these accounts.

In addition to its investment asset, the charity also holds a significant cash balance of £539k, a decrease of £307k on last year's cash balance of £845k. The decrease was due to the aged debtor outstanding at year end and also the deficit for the year of £182k.

Creditors remain on similar lines to the previous year with total creditors up £19k on FY2023/24. The largest creditor balance is still the deferred income balance which was £108k at the end of the year. Deferred income is funding received in the previous year but intended to be spent in the current year. The accounts show that the charity reflected it in the correct accounting year and used it as intended.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Financial review (continued)

Reserves

The charity had reserves at the year-end 31 March 2025 of £1.233m. This constitutes a reduction from £1.415m at the year-end 31 March 2024. This reflects the in-year loss in Income and Expenditure. The value of reserves (including cash) is such that it can manage such adverse performance in the short term. Note that reserves have been increased significantly from £679k as at the year-end 31 March 2020.

The Board of Trustees reviews the level of reserves of the charity on a regular basis, ensuring the provision is in line with the guidance issued by the Charity Commission and is sufficient to safeguard the core services for as long as possible through periods of risk or uncertainty.

Whilst there were significant deficits in 2023/24 and 2024/25, the current financial year is expected to show a small surplus. Current reserves are also sufficient to cover 5.5 months of operating expenses, well above the minimum of 3 months set in the Charity's reserves policy.

Plans for future periods

As in recent years, Elmore seeks to renew existing contracts, secure new services, extend existing ones and successfully implement new services. In particular we are:

- Seeking to improve financial sustainability and to ensure all service contracts are close to break even, and move away from deficit budget positions in future years.
- Work towards the creation of a new organisational strategy, to included collaborative input from the wider staff team and from clients.
- Engage with partners to inform the content of longer terms service planning and associated contracts.
- Consider communications strategy and opportunities for diversifying income streams in response to a financially challenging environment.

Structure, governance and management

Elmore Community Services (Elmore) is a charitable company registered in England that is limited by guarantee and governed by its Articles of Association, which were last updated in March 2016. The company was incorporated on 11 January 2001 (number 04139974) and registered as a charity on 15 February 2002 (number 1090616).

The principal office and registered office of the charity is 213 Barnes Road, Cowley, OX4 3UT.

The following persons served as Directors throughout the year unless otherwise stated below. They are also Trustees under charity law and have a beneficial interest in the charitable company.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

The Trustees guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding-up.

Ms P Scully	(Resigned 30 June 2025)
Dr N Wager	(Resigned 16 December 2024)
Mr L Bowles	(Resigned 24 September 2024)
Ms V Odlin	
Ms B Willis	
Ms L Challis	
Mr M Rowley	(Resigned 16 April 2024)
Ms S Morrison	(Resigned 10 February 2025)
Mr G Kenworthy	
Mr J McManners	(Resigned 4 February 2025)
Mr N Chapman	
Ms E Shelton	(Appointed 23 September 2025)
Ms V Fields	(Appointed 23 September 2025)

Elmore's governance is the responsibility of the Trustees and the sole Members of the company. The terms of the Articles of Association specify a minimum of three Trustees and no maximum, though we aim for 8-12 Trustees to be an effective working group while also providing sufficient capacity, diversity, skills and knowledge.

The Board of Trustees has traditionally met six times per year (regular quarterly meetings plus two strategy meetings) and there is a Finance Subcommittee and Quality Subcommittee which meets in between the quarterly meetings.

Other working groups take place as required, focusing on topics such as Reducing Elmore's Floating Support Waiting List or other specific work to be undertaken with the support of Trustees.

Statement of trustees' responsibilities

The trustees, who are also the directors of Elmore Community Services for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2025*

Auditor

In accordance with the company's articles, a resolution proposing that Shaw Gibbs (Audit) Limited be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the trustees 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.

The trustees' report was approved by the Board of Trustees.



Mr N Chapman
Trustee

Date: 23 Jan 2026
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ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Opinion

We have audited the financial statements of Elmore Community Services (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 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 Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charitable company for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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 144 of the Charities Act 2011 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 financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- At the planning stage of the audit, we gain an understanding of the laws and regulations which apply to the charitable company and how the trustees seek to comply with those laws and regulations. This helps us to plan appropriate risk assessments.
- During the audit, we focus on relevant risk areas and reviewed the compliance with the laws and regulations by making relevant enquiries from the trustees and undertaking corroboration, for example by reviewing the trustees' minutes and other documentation.
- We assess the risk of material misstatement in the financial statements including as a result of fraud and undertook the following procedures but were not limited to:
 - a. Reviewing the controls set in place by the trustees;
 - b. Making enquiries of the trustees as to whether they consider fraud or other irregularity may have taken place, or where such opportunity might exist;
 - c. Challenging the trustees' assumptions with regard to accounting estimates;
 - d. Identifying and testing journal entries, particularly those which appear to be unusual by size or nature.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Use of our report

This report is made solely to the charitable company's trustees as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees 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 and the charitable company's trustees as a body, for our audit work, for this report or for the opinions we have formed.

Shaw Gibbs (Audit) Limited

Shaw Gibbs (Audit) Limited, Statutory Auditor

Chartered Certified Accountants

264 Banbury Road

Oxford

OX2 7DY

Date: 23 Jan 2026

Shaw Gibbs (Audit) Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

ELMORE COMMUNITY SERVICES

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

		Unrestricted funds	Restricted funds	Total	As restated Unrestricted funds	As restated Restricted funds	As restated Total
	Notes	2025 £	2025 £	2025 £	2024 £	2024 £	2024 £
Income and endowments from:							
Donations and gifts	3	16,879	-	16,879	5,708	-	5,708
Charitable activities	4	2,406,201	178,691	2,584,892	2,109,096	142,013	2,251,109
Investments	5	6,028	-	6,028	8,718	-	8,718
Other income	6	1,622	-	1,622	-	-	-
Total income		2,430,730	178,691	2,609,421	2,123,522	142,013	2,265,535
Expenditure on:							
Raising funds	7	3,986	-	3,986	3,654	-	3,654
Charitable activities	9	2,717,284	75,238	2,792,522	2,300,713	150,263	2,450,976
Other expenditure	8	950	-	950	-	-	-
Total expenditure		2,722,220	75,238	2,797,458	2,304,367	150,263	2,454,630
Net gains/(losses) on investments	14	5,476	-	5,476	51,258	-	51,258
Net income/(expenditure)		(286,014)	103,453	(182,561)	(129,587)	(8,250)	(137,837)
Transfers between funds		200,310	(200,310)	-	(35,212)	35,212	-
Net movement in funds	11	(85,704)	(96,857)	(182,561)	(164,799)	26,962	(137,837)
Reconciliation of funds:							
Fund balances at 1 April 2024		1,314,432	100,807	1,415,239	1,479,231	73,845	1,553,076
Fund balances at 31 March 2025		1,228,728	3,950	1,232,678	1,314,432	100,807	1,415,239

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

ELMORE COMMUNITY SERVICES

BALANCE SHEET

AS AT 31 MARCH 2025

		2025		2024 as restated	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	16		10,256		22,039
Investments	17		614,705		612,125
			<u>624,961</u>		<u>634,164</u>
Current assets					
Debtors	18	352,275		199,763	
Cash at bank and in hand		538,710		845,755	
		<u>890,985</u>		<u>1,045,518</u>	
Creditors: amounts falling due within one year	19	283,268		264,443	
		<u></u>		<u></u>	
Net current assets			607,717		781,075
Total assets less current liabilities			<u>1,232,678</u>		<u>1,415,239</u>
The funds of the charity					
Restricted income funds	22		3,950		100,807
Unrestricted funds			1,228,728		1,314,432
			<u>1,232,678</u>		<u>1,415,239</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

23 Jan 2026

The financial statements were approved by the trustees on



Mr N Chapman
Trustee

Company registration number 04139974 (England and Wales)

ELMORE COMMUNITY SERVICES

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash absorbed by operations	28		(311,613)		(202,484)
Investing activities					
Purchase of tangible fixed assets		(370)		(10,848)	
Investment income received		4,938		7,897	
Net cash generated from/(used in) investing activities			4,568		(2,951)
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(307,045)		(205,435)
Cash and cash equivalents at beginning of year			845,755		1,051,190
Cash and cash equivalents at end of year			538,710		845,755

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Elmore Community Services is a private company limited by guarantee incorporated in England and Wales. The registered office is 213 Barns Road, Oxford, Oxfordshire, OX4 3UT.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 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) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

All monetary donations are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing or the related expenditure, in which case recognition is deferred until the pre-condition is met.

Revenue grants are credited as incoming resources when they are receivable, provided conditions for receipt have been complied with, unless they relate to a specified future period, in which case they are deferred.

Investment income is accounted for in the period in which the charity is entitled to receipt of the income.

1.5 Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- Expenditure incurred directly to the fulfilment of the charity's objectives
- Expenditure incurred in supporting the activities that directly fulfil the charity's objectives
- Expenditure incurred in the management and administration of the charity.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Fixtures and fittings	25% straight line
Computers	25% straight line

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.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible 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).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity 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.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

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

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Donations and gifts	16,879	5,708

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

4 Charitable activities

	Support 2025 £	As restated Support 2024 £
Performance related grants	2,584,892	2,251,109
Analysis by fund		
Unrestricted funds - general	2,406,201	2,109,096
Restricted funds	178,691	142,013
	2,584,892	2,251,109
Performance related grants		
Oxford City Council - Tenancy sustainment	17,815	17,815
Oxfordshire County Council - New Beginnings	111,252	111,252
Oxfordshire Mental Health Partnership	1,924,967	1,766,814
Oxfordshire County Council- FSP DA	520,163	326,250
Other	10,695	28,978
	2,584,892	2,251,109

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Income from listed investments	1,090	821
Interest receivable	4,938	7,897
	6,028	8,718

6 Other income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Database Work	1,622	-

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

7 Expenditure on raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Investment management	3,986	3,654

8 Other expenditure

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Net loss on disposal of tangible fixed assets	950	-

9 Expenditure on charitable activities

	Support services 2025 £	As restated Support services 2024 £
Direct costs		
Staff costs	2,078,517	1,968,805
Client welfare	12,418	10,706
Client support	66,487	71,514
Office costs	193,556	27,939
	2,350,978	2,078,964
Share of support and governance costs (see note 10)		
Support	392,642	341,666
Governance	48,902	30,346
	2,792,522	2,450,976
Analysis by fund		
Unrestricted funds	2,717,284	2,300,713
Restricted funds	75,238	150,263
	2,792,522	2,450,976

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

10 Support costs allocated to activities

	2025 £	2024 £
Staff costs	138,316	84,774
Depreciation	11,203	11,452
Insurance	14,829	15,003
Office costs	228,294	230,437
Governance costs	48,902	30,346
	<u>441,544</u>	<u>372,012</u>
Analysed between:		
Support services	<u>441,544</u>	<u>372,012</u>

	2025 £	2024 £
Governance costs comprise:		
Staff costs	21,673	12,175
Audit fees	19,031	14,640
Share of support costs	8,198	3,531
	<u>48,902</u>	<u>30,346</u>

11 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	19,031	14,640
Depreciation of owned tangible fixed assets	11,203	11,452
Loss on disposal of tangible fixed assets	950	-
	<u>31,184</u>	<u>26,132</u>

12 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

13 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
CEO	1	1
Team Managers	15	15
Multiple needs workers	52	51
Total	68	67

Employment costs

	2025 £	2024 £
Wages and salaries	1,961,747	1,814,704
Social security costs	184,021	170,356
Other pension costs	92,738	80,694
	2,238,506	2,065,754

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,000 to £70,000	-	1

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	27,496	64,527

14 Gains and losses on investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Gains/(losses) arising on:		
Revaluation of investments	5,476	51,258

15 Taxation

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

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

16 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2024	57,596	51,067	108,663
Additions	-	370	370
Disposals	(17,598)	(26,215)	(43,813)
At 31 March 2025	39,998	25,222	65,220
Depreciation and impairment			
At 1 April 2024	52,625	33,999	86,624
Depreciation charged in the year	3,597	7,606	11,203
Eliminated in respect of disposals	(17,222)	(25,641)	(42,863)
At 31 March 2025	39,000	15,964	54,964
Carrying amount			
At 31 March 2025	998	9,258	10,256
At 31 March 2024	4,971	17,068	22,039

17 Fixed asset investments

	Listed investments
	£
Cost or valuation	
At 1 April 2024	612,125
Valuation changes	5,476
Management fees	(3,986)
Dividend income reinvested	1,090
At 31 March 2025	614,705
Carrying amount	
At 31 March 2025	614,705
At 31 March 2024	612,125

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

18 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	317,832	57,332
Other debtors	10	2,649
Prepayments and accrued income	34,433	139,782
	<u>352,275</u>	<u>199,763</u>

19 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Other taxation and social security		46,153	37,497
Deferred income	20	108,519	159,518
Trade creditors		78,080	20,064
Other creditors		5,714	5,672
Accruals		44,802	41,692
		<u>283,268</u>	<u>264,443</u>

20 Deferred income

	2025 £	2024 £
Arising from grant contracts	108,519	159,518
	<u>108,519</u>	<u>159,518</u>

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	108,519	159,518
	<u>108,519</u>	<u>159,518</u>
Movements in the year:		
Deferred income at 1 April 2024	159,518	261,384
Released from previous periods	(159,518)	(261,384)
Resources deferred in the year	108,519	159,518
	<u>108,519</u>	<u>159,518</u>
Deferred income at 31 March 2025	108,519	159,518
	<u>108,519</u>	<u>159,518</u>

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

21 Retirement benefit schemes

	2025 £	2024 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	92,738	80,694

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

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.

	As restated At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
Oxford City Council - Tenancy sustainment	-	17,815	(19,159)	1,344	-
Oxfordshire City Council - New Beginnings	56,912	111,252	(2,875)	(165,289)	-
Covid Outbreak Management Fund (COMF)	39,945	-	-	(39,945)	-
Police and Crime Commission	3,950	-	-	-	3,950
Dual Diagnosis - EBI	-	49,624	(53,204)	3,580	-
	<u>100,807</u>	<u>178,691</u>	<u>(75,238)</u>	<u>(200,310)</u>	<u>3,950</u>
Previous year:	As restated At 1 April 2023 £	As restated Incoming resources £	As restated Resources expended £	As restated Transfers £	As restated At 31 March 2024 £
Oxford City Council - Tenancy sustainment	3,306	17,815	(33,878)	12,757	-
Oxfordshire City Council - New Beginnings	26,284	111,252	(80,624)	-	56,912
Covid Outbreak Management Fund (COMF)	40,305	-	(360)	-	39,945
Police and Crime Commission	3,950	-	-	-	3,950
Dual Diagnosis - EBI	-	12,946	(35,401)	22,455	-
	<u>73,845</u>	<u>142,013</u>	<u>(150,263)</u>	<u>35,212</u>	<u>100,807</u>

The transfers in 2025 are the proportion of overheads related to each fund not previously allocated to the fund expenditure.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

23 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	As restated At 1 April 2024	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 March 2025
	£	£	£	£	£	£
General funds	1,314,432	2,430,730	(2,722,220)	200,310	5,476	1,228,728
Previous year:	As restated At 1 April 2023	As restated Incoming resources	As restated Resources expended	As restated Transfers	Gains and losses	As restated At 31 March 2024
	£	£	£	£	£	£
General funds	1,479,231	2,123,522	(2,304,367)	(35,212)	51,258	1,314,432

24 Analysis of net assets between funds

	Unrestricted funds 2025	Restricted funds 2025	Total 2025
	£	£	£
At 31 March 2025:			
Tangible assets	10,256	-	10,256
Investments	614,705	-	614,705
Current assets/(liabilities)	603,767	3,950	607,717
	1,228,728	3,950	1,232,678
	As restated Unrestricted funds 2024	As restated Restricted funds 2024	Total 2024
	£	£	£
At 31 March 2024:			
Tangible assets	22,039	-	22,039
Investments	612,125	-	612,125
Current assets/(liabilities)	680,268	100,807	781,075
	1,314,432	100,807	1,415,239

25 Prior year adjustment

During the year the trustees reviewed various agreements and believe that some grants previously included within restricted funds are contracts for services and as such should be reclassified to unrestricted funds. Also, one grant previously included within unrestricted funds should be reclassified to restricted funds. The effect of the prior year adjustment on the 2024 balances was to reclassify £329,941 from restricted funds to unrestricted funds, therefore was no effect on the total funds of the Charity.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

26 Operating lease commitments

Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases:

	2025 £	2024 £
Within one year	28,000	28,000
Between two and five years	11,667	39,667
	<u>39,667</u>	<u>67,667</u>

27 Related party transactions

There were no disclosable related party transactions during the year (2024 - none).

28 Cash generated from operations

	2025 £	2024 £
Deficit for the year	(182,561)	(137,837)
Adjustments for:		
Investment income recognised in statement of financial activities	(6,028)	(8,718)
Loss on disposal of tangible fixed assets	950	-
Fair value gains and losses on investments	(5,476)	(51,258)
Investment management fees	3,986	3,654
Depreciation and impairment of tangible fixed assets	11,203	11,452
Movements in working capital:		
(Increase)/decrease in debtors	(152,512)	146,017
Increase/(decrease) in creditors	69,824	(63,928)
(Decrease) in deferred income	(50,999)	(101,866)
Cash absorbed by operations	<u>(311,613)</u>	<u>(202,484)</u>

29 Analysis of changes in net funds

The charity had no material debt during the year.



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Parties involved with this document

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Audit history log

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Accounts

Charity registration number 1090616

Company registration number 04139974 (England and Wales)

ELMORE COMMUNITY SERVICES
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

ELMORE COMMUNITY SERVICES

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms P Scully	
	Dr N Wager	
	Ms V Odlin	
	Ms B Willis	
	Ms L Challis	
	Ms S Morrison	
	Mr G Kenworthy	(Appointed 30 May 2023)
	Mr J McManners	(Appointed 20 May 2023)
	Mr N Chapman	(Appointed 20 January 2024)
Charity number	1090616	
Company number	04139974	
Registered office	213 Barns Road Oxford Oxfordshire OX4 3UT	
Auditor	Shaw Gibbs (Audit) Limited 264 Banbury Road Oxford OX2 7DY	

ELMORE COMMUNITY SERVICES

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ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2024

The trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006 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) (effective 1 January 2019)".

Objectives and activities

Elmore Community Services is a charity set up in 1989. We provide high quality, flexible services in the community to marginalised and disenfranchised people who would otherwise fall between the gaps in Oxfordshire services due to their multiple and complex needs.

Elmore's clients are people aged 16+ with multiple and complex needs. Clients will have multiple separate support needs such as mental health issues, homelessness and rough sleeping, substance misuse, offending, difficulty in forming and sustaining relationships, physical disability, self-harm, learning difficulties, domestic abuse, sex working or experience of abuse and neglect. Elmore deals with some of the most complex clients in Oxfordshire. The lives of Elmore clients are typically punctuated by various traumatic events which have led to an inability to process emotions in a conventional fashion.

Crises and escalating difficult behaviours can punctuate people's lives, and in times of crises, multiple agencies may be contacted by or involved in the life of an Elmore client, often at the same time. These contacts can be multiple as well as simultaneous, and without clearer communication and join-up, they can risk overwhelming agencies and, indeed, an overall system that is not designed for such behaviour.

With such needs, clients do not fit easily into services, can be hard to engage, and often they are not getting the services that they need when they need them. Elmore's flexible approach seeks to engage with people who may have slipped through the net of mainstream services, and to make a positive and lasting impact on their lives.

Elmore clients typically benefit from longer-term interactions. Initial approaches may be rejected. The Elmore worker will persevere, trying out different tactics to engage the client and building up their trust, possibly for the first time, in an agency. The build-up of trust delivers positive outcomes for the individual and the system in the longer-term, which means work can go at a slower pace. Our impact is a 'slower-burn' impact of increased time needed to achieve useful outcomes with clients.

We persistently try to engage people and make all potential avenues for treatment and support open and accessible. It is routinely our distinct role to make sense of the range of agencies that might be able to offer a relevant service, and to support people to access them. We occupy a disproportionately large position in the network of agencies across Oxfordshire to define and arrange support from a range of agencies to meet the needs of our clients.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Achievements and performance

During the financial year 2023/2024 (April 2023 to March 2024 inclusive), Elmore Community Services has supported over 1,100 people across Buckinghamshire, Oxfordshire and Berkshire.

Elmore's work became increasingly embedded across the Thames Valley during this period, with new contracts in Buckinghamshire and Berkshire supporting increasing numbers of clients in these areas.

The Berkshire complex needs project in particular has grown rapidly during the financial year 2023/24 and has had particular success supporting very complex clients leading to an expansion of the current year contract in October 2024.

The Buckinghamshire High Intensity project has seen similar growth to Berkshire and, even though a new project this financial year, has supported over 60 clients. This project also uncovered a need for longer term intervention for some clients leading to the creation of the Buckinghamshire Floating support project which has continued into financial year 2024/2025 and is already showing steady growth.

Work in Oxfordshire expanded to cover additional defined roles such as Dual Diagnosis workers. Additionally, the role of South Asian Support Worker was created in Buckinghamshire to focus on a group of people who are all too often disenfranchised and hard to engage. These roles will facilitate access to mental health support and other relevant services (including domestic violence, benefits and housing, amongst others).

A net increase of 11 staff was needed to cover this increased workload and specific training was provided to create the skillsets required to deliver the diverse and increasingly complex services Elmore is able to offer.

Elmore's longstanding connection with the Oxfordshire Mental Health Partnership (OMHP) continued, with the start of a two-year contract extension. Work within the OMHP has already started to develop services beyond the end of FY25 and is key to facilitating Elmore's work throughout Oxfordshire.

Elmore has also been working with commissioners to extend Elmore's current Domestic Abuse service to increase provision for victim/survivors and perpetrators for individuals engaged under children's social care, with additional trauma informed interventions being provided as part of this and a significant expansion of this service in 2024/2025.

Internally, some new roles were developed to cope with the increased demands of our expanded teams including a new Head of HR and a new Administration team providing essential back-office support. Our financial function was also strengthened during the year with improved processes saving both time and money on the financial running of the organisation.

Our ability to take advantage of recent innovations in technology and automation, data capture and analysis, have made reporting our KPIs quicker and more accurate. Elmore has also made significant steps forward in terms of data security, including multi-factor authentication for client data and auditing all our data systems. This work continues at pace in this financial year, leading to increased data security and a significant reduction in the risk of data loss.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Financial review

This part of the report supports the audited Accounts of Elmore for the 12-month period to 31st March 2024 and provides more commentary on the statements contained in them. The Accounts conform to statutory requirements and this report is intended to provide further interpretation and explanation.

Income and Expenditure

Elmore finished the year with a net loss, expenditure higher than income, of £137k. This means that the charity is drawing on some of its historic reserves (its buffer) to bridge the gap. This is a reasonable financial strategy, in the short term, to manage uncertainty, address cost pressures and allow for investment. However, it is not sustainable in the medium term. The cause of the 2023/24 loss is that Elmore's income from its commissioners is not keeping pace with the increased inflationary pressures, particularly around staff salaries, that have been seen across the country.

Elmore works with vulnerable people and needs to ensure continuity in service provision to help safeguard them from hardship and uncertainty. Management efforts are underway to ensure an improvement in Elmore's financial position, targeting long-term viability by increasing and diversifying its sources of income.

The charity's income for this year was £2.265m, a decrease of £18k on the prior year (2022-23, £2.283m).

Almost all of Elmore's income, £2.251m (99.4%) comes from commissioners of our services. These commissioners are the NHS and Local Authorities. Page 16 of the accounts sets these out.

Elmore's expenditure for the year was £2.454m, an increase of £93k (4%) on the previous year. Of this there was an increase of £86k in our 'direct' costs, from £1.992m in 2022/23 to £2.078m in 2023/24. Direct costs are those that are incurred in delivery of the charity objectives and the services for clients provided under our contracts. Note that headcount increased from 56 to 67 in the year with a corresponding increase in costs from £1.937m in 2022/2023 to £2.066m in 2023/2024 which accounts for most of the increase in direct costs.

Client support costs (another direct cost) decreased from £100k in 2022/23 to £71k in 2023/24.

Support and governance costs (non-direct) showed a small increase of £7k from £365k in 2022/23 to £372k in 2023/24.

The charity holds a proportion of its (unrestricted) reserves in investment. In 2023/24 the income (interest) from investments was £8,718 with £3,654 spent on investment management. There was an upwards revaluation of the investment assets at year-end leading to a £51k gain. The performance of the investment and value for money will be the subject of review by Trustees.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Financial review (continued)

Balance Sheet

Elmore finished the year with £634k of fixed assets, the majority of which are its investment assets. These totalled £612k at the end of the year, an increase on the value in the previous year of £563k. This reflects an upwards revaluation of these assets of £51k (note 14). This has then impacted on the Income and Expenditure position as set out above.

The value of the charity's tangible (those that can be seen and touched) fixed assets reduced in year to £22k (from £23k) as those items were depreciated (their residual value reducing over time as they are used).

The money owed to the charity (debtors) reduced from £346k in 2022/23 to £200k in this year as more contract income from commissioners was received promptly.

In addition to its investment asset, the charity also holds a significant cash balance of £846k, a decrease of £205k on last year's cash balance of £1.051m.

There has been a significant fall in the value owed by the charity to its creditors from £430k in 2022/23 to £264k in this year. The majority of this (£102k) is the use (in 2023/24) of funding received in the previous year but intended to be spent in the current year. This is called deferred income and is treated as 'owed' from one year to the next or back to the commissioner if not used. The accounts show that the charity reflected it in the correct accounting year and used it as intended.

The charity had reserves at the year-end 31 March 2024 of £1.415m. This constitutes a reduction from £1.553m at the year-end 31 March 2023. This reflects the in-year loss in Income and Expenditure. The value of reserves (including cash) is such that it can manage such adverse performance in the short term. Reserves have been increased significantly from £679k as at the year-end 31 March 2020.

The Board of Trustees reviews the level of reserves of the charity on a regular basis, ensuring the provision is in line with the guidance issued by the Charity Commission and is sufficient to safeguard the core services for as long as possible through periods of risk or uncertainty.

Plans for future periods

As in recent years, Elmore seeks to renew existing contracts, secure new services, extend existing ones and successfully implement new services. In particular we are:

- Growing the Domestic Abuse team to include support for both victims and perpetrators in greater numbers, enabling the service to double in size and widen its scope. With an additional 3.5 years security of funding, this enables us to develop new ways of working.
- Expanding Elmore's work in Berkshire in the second half of the year with additional caseworkers providing support for a greater number of clients.
- Working with partners in both the Homeless Alliance and Oxfordshire Mental Health Partnership to negotiate fresh contracts for FY26.
- Consolidating teams within Elmore and prioritising excellent communication and collaborative ways of working.

Structure, governance and management

Elmore Community Services (Elmore) is a charitable company registered in England that is limited by guarantee and governed by its Articles of Association, which were last updated in March 2016. The company was incorporated on 11 January 2001 (number 04139974) and registered as a charity on 15 February 2002 (number 1090616).

The principal office and registered office of the charity is 213 Barnes Road, Cowley, OX4 3UT.

The following persons served as Directors throughout the year unless otherwise stated below. They are also Trustees under charity law and have a beneficial interest in the charitable company.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2024*

The Trustees guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding-up.

Ms P Scully	
Dr D Louw	(Resigned 15 December 2023)
Ms E Jones	(Resigned 15 December 2023)
Dr N Wager	
Mr L Bowles	(Resigned 24 September 2024)
Mr C Nolan	(Resigned 26 March 2024)
Ms V Odlin	
Ms B Willis	
Ms L Challis	
Mr M Rowley	(Resigned 16 April 2024)
Ms S Morrison	
Mr G Kenworthy	(Appointed 30 May 2023)
Mr J McManners	(Appointed 20 May 2023)
Mr N Chapman	(Appointed 20 January 2024)

Elmore's governance is the responsibility of the Trustees and the sole Members of the company. The terms of the Articles of Association specify a minimum of three Trustees and no maximum, though we aim for 8-12 Trustees to be an effective working group while also providing sufficient capacity, diversity, skills and knowledge.

The Board of Trustees has traditionally met six times per year (regular quarterly meetings plus two strategy meetings) and there is a Finance Subcommittee and Quality Subcommittee which meets in between the quarterly meetings.

Other working groups take place as required, focusing on topics such as Reducing Elmore's Floating Support Waiting List or other specific work to be undertaken with the support of Trustees.

Authority from the Trustees is delegated to a Chief Executive who is also the company secretary and is responsible for the day to day running of the charitable company. In 2023-24, the Chief Executive was Tom Hayes, in his fourth year in the role, and the charity has been supported operationally by three Service Managers, fifteen Team Managers, and an Administration Team, which together co-ordinate the 51 multiple needs workers who undertake the direct charitable activities.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Statement of trustees' responsibilities

The trustees, who are also the directors of Elmore Community Services for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 charity will continue in operation.

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

Auditor

The auditor, Shaw Gibbs (Audit) Limited, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Disclosure of information to auditor

Each of the trustees 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.

The trustees' report was approved by the Board of Trustees.

N C Chapman

Mr N Chapman

Trustee

06 Jan 2025

Date:

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Opinion

We have audited the financial statements of Elmore Community Services (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 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.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charitable company for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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 144 of the Charities Act 2011 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 financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- At the planning stage of the audit, we gain an understanding of the laws and regulations which apply to the charitable company and how the trustees seek to comply with those laws and regulations. This helps us to plan appropriate risk assessments.
- During the audit, we focus on relevant risk areas and reviewed the compliance with the laws and regulations by making relevant enquiries from the trustees and undertaking corroboration, for example by reviewing the trustees' minutes and other documentation.
- We assess the risk of material misstatement in the financial statements including as a result of fraud and undertook the following procedures but were not limited to:
 - a. Reviewing the controls set in place by the trustees;
 - b. Making enquiries of the trustees as to whether they consider fraud or other irregularity may have taken place, or where such opportunity might exist;
 - c. Challenging the trustees' assumptions with regard to accounting estimates;
 - d. Identifying and testing journal entries, particularly those which appear to be unusual by size or nature.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Use of our report

This report is made solely to the charitable company's trustees as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees 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 and the charitable company's trustees as a body, for our audit work, for this report or for the opinions we have formed.

Samantha Daniels

**Samantha Daniels (Senior Statutory Auditor)
for and on behalf of Shaw Gibbs (Audit) Limited**

07 Jan 2025
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**Chartered Certified Accountants
Statutory Auditor**

264 Banbury Road
Oxford
OX2 7DY

ELMORE COMMUNITY SERVICES

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes						
Income from:							
Donations and gifts	3	5,708	-	5,708	38	-	38
Charitable activities	4	1,584,068	667,041	2,251,109	1,415,120	865,652	2,280,772
Investments	5	8,718	-	8,718	2,806	-	2,806
Total income		1,598,494	667,041	2,265,535	1,417,964	865,652	2,283,616
Expenditure on:							
Raising funds	6	3,654	-	3,654	3,802	-	3,802
Charitable activities	7	1,798,345	652,631	2,450,976	1,307,068	1,050,356	2,357,424
Total expenditure		1,801,999	652,631	2,454,630	1,310,870	1,050,356	2,361,226
Net gains/(losses) on investments	12	51,258	-	51,258	(50,576)	-	(50,576)
Net income/(expenditure)		(152,247)	14,410	(137,837)	56,518	(184,704)	(128,186)
Transfers between funds		(12,757)	12,757	-	(17,510)	17,510	-
Net movement in funds	9	(165,004)	27,167	(137,837)	39,008	(167,194)	(128,186)
Reconciliation of funds:							
Fund balances at 1 April 2023		1,149,495	403,581	1,553,076	1,110,486	570,776	1,681,262
Fund balances at 31 March 2024		984,491	430,748	1,415,239	1,149,494	403,582	1,553,076

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

ELMORE COMMUNITY SERVICES

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	14		22,039		22,643
Investments	15		612,125		563,701
			<u>634,164</u>		<u>586,344</u>
Current assets					
Debtors	16	199,763		345,780	
Cash at bank and in hand		845,755		1,051,190	
		<u>1,045,518</u>		<u>1,396,970</u>	
Creditors: amounts falling due within one year	17	264,443		430,238	
		<u>264,443</u>		<u>430,238</u>	
Net current assets			781,075		966,732
Total assets less current liabilities			<u>1,415,239</u>		<u>1,553,076</u>
The funds of the charity					
Restricted income funds	20	430,748		403,582	
Unrestricted funds		984,491		1,149,494	
		<u>1,415,239</u>		<u>1,553,076</u>	

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

The financial statements were approved by the trustees on 06 Jan 2025

N C Chapman

Mr N Chapman
Trustee

Company registration number 04139974 (England and Wales)

ELMORE COMMUNITY SERVICES

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash absorbed by operations	25		(202,484)		(579)
Investing activities					
Purchase of tangible fixed assets		(10,848)		(6,346)	
Investment income received		7,897		2,466	
Net cash used in investing activities			(2,951)		(3,880)
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(205,435)		(4,459)
Cash and cash equivalents at beginning of year			1,051,190		1,055,649
Cash and cash equivalents at end of year			845,755		1,051,190

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

Elmore Community Services is a private company limited by guarantee incorporated in England and Wales. The registered office is 213 Barns Road, Oxford, Oxfordshire, OX4 3UT.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 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) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

All monetary donations are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing or the related expenditure, in which case recognition is deferred until the pre-condition is met.

Revenue grants are credited as incoming resources when they are receivable, provided conditions for receipt have been complied with, unless they relate to a specified future period, in which case they are deferred.

Investment income is accounted for in the period in which the charity is entitled to receipt of the income.

1.5 Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- Expenditure incurred directly to the fulfilment of the charity's objectives
- Expenditure incurred in supporting the activities that directly fulfil the charity's objectives
- Expenditure incurred in the management and administration of the charity.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Fixtures and fittings	25% straight line
Computers	25% straight line

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.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible 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).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity 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.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

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

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Donations and gifts	5,708	38

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

4 Charitable activities

	Support 2024 £	Support 2023 £
Performance related grants	2,251,109	2,280,772
Analysis by fund		
Unrestricted funds - general	1,584,068	1,415,120
Restricted funds	667,041	865,652
	2,251,109	2,280,772
Performance related grants		
Oxford City Council - Tenancy sustainment	17,815	35,630
Oxfordshire County Council - New Beginnings	111,252	125,000
Oxfordshire Mental Health Partnership	1,766,814	741,572
Oxfordshire County Council- FSP DA	326,250	455,004
Oxfordshire Mind - FSP MH	-	109,778
Other	28,978	813,788
	2,251,109	2,280,772

5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Income from listed investments	821	340
Interest receivable	7,897	2,466
	8,718	2,806

6 Expenditure on raising funds

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Investment management	3,654	3,802

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

7 Expenditure on charitable activities

	Charitable expenditure 2024 £	Charitable expenditure 2023 £
Direct costs		
Staff costs	1,968,805	1,843,576
Client welfare	10,706	24,194
Client support	71,514	100,767
Office costs	27,939	23,610
	<u>2,078,964</u>	<u>1,992,147</u>
Share of support and governance costs (see note 8)		
Support	341,666	340,024
Governance	30,346	25,253
	<u>2,450,976</u>	<u>2,357,424</u>
Analysis by fund		
Unrestricted funds	1,798,345	1,307,068
Restricted funds	652,631	1,050,356
	<u>2,450,976</u>	<u>2,357,424</u>

8 Support costs allocated to activities

	2024 £	2023 £
Staff costs	84,774	81,721
Depreciation	11,452	13,449
Insurance	15,003	11,519
Office costs	230,437	233,335
Governance costs	30,346	25,253
	<u>372,012</u>	<u>365,277</u>
Analysed between:		
Charitable expenditure	<u>372,012</u>	<u>365,277</u>
Governance costs comprise:	2024 £	2023 £
Staff costs	12,175	11,269
Audit fees	14,640	9,810
Share of support costs	3,531	4,174
	<u>30,346</u>	<u>25,253</u>

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

9 Net movement in funds

2024	2023
£	£

The net movement in funds is stated after charging/(crediting):

Fees payable for the audit of the charity's financial statements	14,640	9,810
Depreciation of owned tangible fixed assets	11,452	13,448

10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

11 Employees

The average monthly number of employees during the year was:

2024	2023
Number	Number

CEO	1	1
Team Managers	15	15
Multiple needs workers	51	40
Total	67	56

Employment costs

2024	2023
£	£

Wages and salaries	1,814,704	1,707,588
Social security costs	170,356	162,860
Other pension costs	80,694	66,118
	2,065,754	1,936,566

The number of employees whose annual remuneration was more than £60,000 is as follows:

2024	2023
Number	Number

£60,000 to £70,000	1	1
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Remuneration of key management personnel

The remuneration of key management personnel was as follows:

2024	2023
£	£

Aggregate compensation	64,527	60,764
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ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

12 Gains and losses on investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Gains/(losses) arising on:		
Revaluation of investments	51,258	(50,576)

13 Taxation

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

14 Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
At 1 April 2023	55,106	42,709	97,815
Additions	2,490	8,358	10,848
At 31 March 2024	57,596	51,067	108,663
Depreciation and impairment			
At 1 April 2023	48,823	26,349	75,172
Depreciation charged in the year	3,802	7,650	11,452
At 31 March 2024	52,625	33,999	86,624
Carrying amount			
At 31 March 2024	4,971	17,068	22,039
At 31 March 2023	6,283	16,360	22,643

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

15 Fixed asset investments

	Listed investments £
Cost or valuation	
At 1 April 2023	563,701
Valuation changes	51,258
Management fees	(3,654)
Dividend income reinvested	820
At 31 March 2024	612,125
Carrying amount	
At 31 March 2024	612,125
At 31 March 2023	563,701

16 Debtors

	2024 £	2023 £
Amounts falling due within one year:		
Trade debtors	57,332	317,522
Other debtors	2,649	-
Prepayments and accrued income	139,782	28,258
	199,763	345,780

17 Creditors: amounts falling due within one year

	2024 £	2023 £
Other taxation and social security	37,497	34,230
Deferred income	159,518	261,384
Trade creditors	20,064	81,028
Other creditors	5,672	12,623
Accruals	41,692	40,973
	264,443	430,238

18 Deferred income

	2024 £	2023 £
Arising from grant contracts	159,518	261,384

Deferred income is included in the financial statements as follows:

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

18 Deferred income

(Continued)

	2024 £	2023 £
Deferred income is included within:		
Current liabilities	159,518	261,384
Movements in the year:		
Deferred income at 1 April 2023	261,384	721,802
Released from previous periods	(261,384)	(721,802)
Resources deferred in the year	159,518	261,384
Deferred income at 31 March 2024	159,518	261,384

19 Retirement benefit schemes

	2024 £	2023 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	80,694	66,118

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

20 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 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
Oxford City Council - Tenancy sustainment	3,306	17,815	(33,878)	12,757	-
Oxfordshire City Council - New Beginnings	26,284	111,252	(80,624)	-	56,912
Covid Outbreak Management Fund (COMF)	40,305	-	(360)	-	39,945
Oxfordshire County Council - FSP DA	261,121	326,251	(341,630)	-	245,742
Police and Crime Commission	3,950	-	-	-	3,950
OUH NHS Foundation Trust - HIU Project	58,840	170,346	(146,374)	-	82,812
Safe Haven OSH	9,775	41,377	(49,765)	-	1,387
	403,581	667,041	(652,631)	12,757	430,748

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

20 Restricted funds

(Continued)

Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2023 £
Oxford City Council - Tenancy sustainment	-	35,630	(32,324)	-	3,306
Oxfordshire City Council - New Beginnings	-	125,000	(98,716)	-	26,284
Oxfordshire County Council - FSP DA	239,410	455,004	(433,293)	-	261,121
Oxfordshire Mind - FSP MH	-	109,778	(127,288)	17,510	-
Police and Crime Commission	3,950	-	-	-	3,950
OUH NHS Foundation Trust - HIU Project	28,892	98,862	(68,913)	-	58,841
Covid Outbreak Management Fund (COMF)	277,835	-	(237,530)	-	40,305
Safe Haven OSH	20,689	41,378	(52,292)	-	9,775
	<u>570,776</u>	<u>865,652</u>	<u>(1,050,356)</u>	<u>17,510</u>	<u>403,582</u>

21 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	Gains and losses £	At 31 March 2024 £
General funds	<u>1,149,495</u>	<u>1,598,494</u>	<u>(1,801,999)</u>	<u>(12,757)</u>	<u>51,258</u>	<u>984,491</u>
Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	Gains and losses £	At 31 March 2023 £
General funds	<u>1,110,486</u>	<u>1,417,964</u>	<u>(1,310,870)</u>	<u>(17,510)</u>	<u>(50,576)</u>	<u>1,149,494</u>

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

22 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:			
Tangible assets	22,039	-	22,039
Investments	612,125	-	612,125
Current assets/(liabilities)	350,327	430,748	781,075
	<u>984,491</u>	<u>430,748</u>	<u>1,415,239</u>
	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
At 31 March 2023:			
Tangible assets	22,643	-	22,643
Investments	563,701	-	563,701
Current assets/(liabilities)	563,150	403,582	966,732
	<u>1,149,494</u>	<u>403,582</u>	<u>1,553,076</u>

23 Operating lease commitments

Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases:

	2024 £	2023 £
Within one year	28,000	5,891
Between two and five years	39,667	-
	<u>67,667</u>	<u>5,891</u>

24 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

25	Cash generated from operations	2024 £	2023 £
	Deficit for the year	(137,837)	(128,186)
	Adjustments for:		
	Investment income recognised in statement of financial activities	(8,718)	(2,806)
	Fair value gains and losses on investments	(51,258)	50,576
	Investment management fees	3,654	3,802
	Depreciation and impairment of tangible fixed assets	11,452	13,449
	Movements in working capital:		
	Decrease in debtors	146,017	458,563
	(Decrease)/increase in creditors	(63,928)	64,441
	(Decrease) in deferred income	(101,866)	(460,418)
	Cash absorbed by operations	(202,484)	(579)

26 Analysis of changes in net funds

The charity had no material debt during the year.

Accounts

Charity registration number 1090616

Company registration number 04139974 (England and Wales)

ELMORE COMMUNITY SERVICES
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

ELMORE COMMUNITY SERVICES

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms P Scully	
	Dr N Wager	
	Mr L Bowles	(Appointed 1 September 2022)
	Mr C Nolan	(Appointed 25 January 2023)
	Ms V Odlin	(Appointed 8 December 2022)
	Ms B Willis	(Appointed 8 December 2022)
	Ms L Challis	(Appointed 8 December 2022)
	Mr M Rowley	(Appointed 25 January 2023)
	Ms S Morrison	(Appointed 25 January 2023)
	Mr G Kenworthy	(Appointed 30 May 2023)
	Mr J McManners	(Appointed 20 May 2023)
	Mr N Chapman	(Appointed 20 January 2024)
Charity number	1090616	
Company number	04139974	
Registered office	213 Barns Road Oxford Oxfordshire OX4 3UT	
Auditor	Shaw Gibbs (Audit) Limited 264 Banbury Road Oxford OX2 7DY	

ELMORE COMMUNITY SERVICES

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ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2023

The trustees present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006 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) (effective 1 January 2019)".

Objectives and activities

Elmore Community Services is a charity set up in 1989. We provide high quality, flexible services in the community to marginalised and disenfranchised people who would otherwise fall between the gaps in Oxfordshire services due to their multiple and complex needs.

Elmore's clients are people aged 16+ with multiple and complex needs. Clients will have multiple separate support needs such as mental health issues, homelessness and rough sleeping, substance misuse, offending, difficulty in forming and sustaining relationships, physical disability, self-harm, learning difficulties, domestic abuse, sex working or experience of abuse and neglect. Elmore deals with some of the most complex clients in Oxfordshire. The lives of Elmore clients are typically punctuated by various traumatic events which have led to an inability to process emotions in a conventional fashion.

Crises and escalating difficult behaviours can punctuate people's lives, and in times of crises, multiple agencies may be contacted by or involved in the life of an Elmore client, often at the same time. These contacts can be multiple as well as simultaneous, and without clearer communication and join-up, they can risk overwhelming agencies and, indeed, an overall system that is not designed for such behaviour.

With such needs, clients do not fit easily into services, can be hard to engage, and often they are not getting the services that they need when they need them. Elmore's flexible approach seeks to engage with people who may have slipped through the net of mainstream services, and to make a positive and lasting impact on their lives.

Elmore clients typically benefit from longer-term interactions. Initial approaches may be rejected. The Elmore worker will persevere, trying out different tactics to engage the client and building up their trust, possibly for the first time, in an agency. The build-up of trust delivers positive outcomes for the individual and the system in the longer-term, which means work can go at a slower pace. Our impact is a 'slower-burn' impact of increased time needed to achieve useful outcomes with clients.

We persistently try to engage people and make all potential avenues for treatment and support open and accessible. It is routinely our distinct role to make sense of the range of agencies that might be able to offer a relevant service, and to support people to access them. We occupy a disproportionately large position in the network of agencies across Oxfordshire to define and arrange support from a range of agencies to meet the needs of our clients.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Achievements and performance

During 2022-23, Elmore Community Services has supported over a thousand people. This year has seen continued growth for Elmore as an organisation with the addition of new services, working across two new counties, so that the charity is a Thames Valley-wide service provider.

There has been significant change in the world around Elmore: a global pandemic which has transformed the way it works, external service changes which have increased requests for Elmore's support, and a cost-of-living crisis that is causing unprecedented difficulties for the charity itself, our employees, and the people we support.

Alongside this change, there has been continued consolidation of recently established services in Berkshire and Buckinghamshire and newer partnerships such as the Oxfordshire Homelessness Alliance. Elmore continues to work in its traditional way of being based in the community, but now it is embedded within multi-partner teams alongside social care, NHS, and third-sector teams. In some cases, it is fully embedded, in others less so.

Elmore's efficiency and resilience has improved and costs have been reduced. Innovations in technology and automation, data capture and analysis, and the introduction of back-up systems and processes have put Elmore on a firmer footing.

Elmore continues to be a long-standing member of the Oxfordshire Mental Health Partnership, alongside the Oxfordshire Anti-Slavery Network. It continued to shape new services and share clients' experiences through the story-telling methodology.

The Board has been strengthened by the addition of trustees who hold expertise in finance, medicine, commissioning, and quality assurance. Trustees have lived experience of using mental health and Elmore services, operational management, nursing, safeguarding and governance.

Financial review

This part of the report supports the audited Accounts of Elmore for the 12-month period to 31st March 2023 and provides more commentary on the statements contained in them. The Accounts conform to statutory requirements and this report is intended to provide further interpretation and explanation.

Income and Expenditure

Elmore finished the year with a net loss, expenditure higher than income, of £128.2k. This means that the charity is drawing on some of its historic reserves (its buffer) to bridge the gap. This is a reasonable financial strategy, in the short term, to manage uncertainty, address cost pressures and allow for investment. However, it is not sustainable in the medium term. The cause of the 2022/23 loss is that Elmore's income from its commissioners is not keeping pace with the increased inflationary pressures, particularly around staff salaries, that have been seen across the country.

Elmore works with vulnerable people and needs to ensure continuity in service provision to help safeguard them from hardship and uncertainty. Management efforts are underway to ensure an improvement in Elmore's financial position, targeting long-term viability by increasing and diversifying its sources of income.

The charity's income for this year was £2.28m, an increase of £145.3k on the prior year (2021-22: £2.14m). This represents a significant growth in income as over a four-year period from £851k in 2019-20.

Almost all of Elmore's income, £2.28m (99.8%) comes from commissioners of our services. These commissioners are the NHS and Local Authorities.

Following the end of the COVID pandemic, the financial support provided by Oxfordshire County Council of £433.6k in 2021/22 was not repeated in 2022/23. Despite this, the overall level of income showed an increase due to the receipt of full year income on some contracts, through inflation uplifts and through the receipt of funding from other sources.

Elmore's expenditure for the year was £2.36m, an increase of £781.8k (49.9%) on the previous year. Of this there was an increase of £707.8k in our 'direct' costs, from £1.28m in 2021/22 to £1.99m in 2022/23. Direct costs are those that are incurred in delivery of the charity objectives and the services for clients provided under our contracts. Of this £707.8k increase, £639.7k was staff costs. Most of these staff were recruited during 2021/22 but their full costs were seen in 2022/23, hence only the small reported increase in end of year headcount between the two years.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Financial review (continued)

Client support costs (another direct cost) increased from £55.9k in 2021/22 to £100.8k in 2022/23.

Support and governance costs (non-direct) increased from £293.3k in 2021/22 to £365.3k in 2022/23. A £72.0k increase but at 24.5%, less than the growth in direct costs. The largest increase in support costs is in office costs.

The charity holds a proportion of its (unrestricted) reserves in investment. In 2022/23 the income (interest) from investments was £2,806 with £3,802 spent on investment management. There was a downwards revaluation of the investment assets at year-end leading to a £50.6k charge (cost) to charity. The performance of the investment and value for money will be the subject of review by Trustee's.

Balance Sheet

Elmore finished the year with £586.3k of fixed assets, the majority of which are its investment assets. These totalled £563.7k at the end of the year, a reduction of the value in the previous year of £617.7k. This reflects a downwards revaluation of these assets of £50.6k (note 14). This has then impacted on the Income and Expenditure position as set out above.

The value of the charity's tangible (those that can be seen and touched) fixed assets reduced in year to £22.6k (from £29.7k) as those items were depreciated (their residual value reducing over time as they are used).

The money owed to the charity (debtors) reduced from £804.3k in 2021/22 to £345.8k in this year as more contract income from commissioners was received promptly.

In addition to its investment asset the charity also holds a significant cash balance of £1.05m with no material change from the previous year.

There has been a significant fall in the value owed by the charity to its creditors from £826.2k in 2021/22 to £430.2k in this year. The majority of this (£460.4k) is the use (in 2022/23) of funding received in the previous year but intended to be spent in the current year. This is called deferred income and is treated as 'owed' from one year to the next or back to the commissioner if not used. The accounts show that the charity reflect it in the correct accounting year and did use it as intended.

The charity had reserves at the year-end 31 March 2023 of £1.55m. This constitutes a reduction from £1.68m at the year-end 31 March 2022. This reflects the in-year loss in Income and Expenditure. The value of reserves (including cash) is such that it can manage such adverse performance in the short term. Reserves have been increased significantly from £693k as at the year-end 31 March 2020.

The Board of Trustees reviews the level of reserves of the charity on a regular basis, ensuring the provision is in line with the guidance issued by the Charity Commission and is sufficient to safeguard the core services for as long as possible through periods of risk or uncertainty.

Plans for future periods

Elmore seeks to renew existing contracts, secure new services, extend existing ones, and successfully implement new services secured in the last financial year:

- An Adult Eating Disorder project to work alongside NHS Adult Eating Disorder (AED) Services in Oxfordshire. The post holder will provide holistic, person-centred support to adults known to NHS AED teams, offering support around needs unrelated to their eating disorder.
- An embedded project in Homeless Oxfordshire, with caseworkers taking a relational and therapeutic approach to ensure the goals of homeless client are met.
- A new project in Buckinghamshire to work specifically with clients with mental health needs from South Asian backgrounds (such as India and Pakistan), including those from religious minorities, with an aim to facilitate access to mental health support and other relevant services (including domestic violence, benefits, and housing, among others).

Elmore will move into its fourth year as an accredited Living Wage and Oxford Living Wage employer, wearing its values on our sleeve.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Structure, governance and management

Elmore Community Services (Elmore) is a charitable company registered in England that is limited by guarantee and governed by its Articles of Association, which were last updated in March 2016. The company was incorporated on 11 January 2001 (number 04139974) and registered as a charity on 15 February 2002 (number 1090616).

The principal office and registered office of the charity is 213 Barnes Road, Cowley, OX4 3UT.

The following persons served as Directors throughout the year unless otherwise stated below. They are also Trustees under charity law and have a beneficial interest in the charitable company.

The Trustees guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding-up.

Mr J Lyons-Wainwright	(Resigned 20 January 2023)
Ms P Scully	
Dr D Louw	(Resigned 15 December 2023)
Ms E Jones	(Resigned 15 December 2023)
Dr N Wager	
Mr L Bowles	(Appointed 1 September 2022)
Mr C Nolan	(Appointed 25 January 2023)
Ms V Odlin	(Appointed 8 December 2022)
Ms B Willis	(Appointed 8 December 2022)
Ms L Challis	(Appointed 8 December 2022)
Mr M Rowley	(Appointed 25 January 2023)
Ms S Morrison	(Appointed 25 January 2023)
Mr G Kenworthy	(Appointed 30 May 2023)
Mr J McManners	(Appointed 20 May 2023)
Mr N Chapman	(Appointed 20 January 2024)

Elmore's governance is the responsibility of the Trustees and the sole Members of the company. The terms of the Articles of Association specify a minimum of three Trustees and no maximum, though we aim for 8-12 Trustees to be an effective working group while also providing sufficient capacity, diversity, skills, and knowledge.

The Board of Trustees has traditionally met six times per year (regular quarterly meetings plus two strategy meetings) and there is a Finance Subcommittee and Quality Subcommittee which meets in between the quarterly meetings.

Other working groups take place as required, focusing on topics such as Reducing Elmore's Floating Support Waiting List or other specific work to be undertaken with the support of Trustees.

Authority from the Trustees is delegated to a Chief Executive who is also the company secretary and is responsible for the day to day running of the charitable company. In 2022-23 the Chief Executive was Tom Hayes, in his fourth year in the role, and the charity has been supported operationally by three Service Managers, fifteen Team Managers, and an Administration Team, which together co-ordinate the forty multiple needs workers who undertake the direct charitable activities.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Statement of trustees' responsibilities

The trustees, who are also the directors of Elmore Community Services for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 charity will continue in operation.

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

Auditor

In accordance with the company's articles, a resolution proposing that Shaw Gibbs (Audit) Limited be reappointed as auditor of the company will be put at a General Meeting. The trustees' report was approved by the board of directors.

Disclosure of information to auditor

Each of the trustees 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.

The trustees' report was approved by the Board of Trustees.

N.C. Chapman

.....
Mr N Chapman
Trustee

Date: 30 Jan 2024
.....

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Opinion

We have audited the financial statements of Elmore Community Services (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 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.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charitable company for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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 144 of the Charities Act 2011 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 financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- At the planning stage of the audit, we gain an understanding of the laws and regulations which apply to the charitable company and how the trustees seek to comply with those laws and regulations. This help us to plan appropriate risk assessments.
- During the audit, we focus on relevant risk areas and reviewed the compliance with the laws and regulations by making relevant enquiries from the trustees and undertaking corroboration, for example by reviewing trustees' minutes and other documentation.
- We assess the risk of material misstatement in the financial statements including as a result of fraud and undertook the following procedures but were not limited to:
 - a. Reviewing the controls set in place by the trustees;
 - a. Making enquiries of the trustees as to whether they consider fraud or other irregularity may have taken place, or where such opportunity might exist;
 - b. Challenging the trustees' assumptions with regard to accounting estimates;
 - c. Identifying and testing journal entries, particularly those which appear to be unusual by size or nature.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Use of our report

This report is made solely to the charitable company's trustees as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees 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 and the charitable company's trustees as a body, for our audit work, for this report or for the opinions we have formed.

Samantha Daniels

30 Jan 2024

**Samantha Daniels (Senior Statutory Auditor)
for and on behalf of Shaw Gibbs (Audit) Limited**

.....

**Chartered Certified Accountants
Statutory Auditor**

264 Banbury Road
Oxford
OX2 7DY

ELMORE COMMUNITY SERVICES

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

		Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes						
Income from:							
Donations and legacies	3	38	-	38	22,117	-	22,117
Charitable activities	4	1,415,120	865,652	2,280,772	736,068	1,379,851	2,115,919
Investments	5	2,806	-	2,806	256	-	256
Total income		1,417,964	865,652	2,283,616	758,441	1,379,851	2,138,292
Expenditure on:							
Raising funds	6	3,802	-	3,802	1,749	-	1,749
Charitable activities	7	1,307,068	1,050,356	2,357,424	660,299	917,370	1,577,669
Total expenditure		1,310,870	1,050,356	2,361,226	662,048	917,370	1,579,418
Net gains/(losses) on investments	11	(50,576)	-	(50,576)	25,116	-	25,116
Net (expenditure)/income		56,518	(184,704)	(128,186)	121,509	462,481	583,990
Transfers between funds		(17,510)	17,510	-	-	-	-
Net movement in funds		39,008	(167,194)	(128,186)	121,509	462,481	583,990
Reconciliation of funds:							
Fund balances at 1 April 2022		1,110,486	570,776	1,681,262	988,977	108,295	1,097,272
Fund balances at 31 March 2023		1,149,494	403,582	1,553,076	1,110,486	570,776	1,681,262

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

ELMORE COMMUNITY SERVICES

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Fixed assets					
Tangible assets	13		22,643		29,746
Investments	14		563,701		617,739
			<u>586,344</u>		<u>647,485</u>
Current assets					
Debtors	15	345,780		804,343	
Cash at bank and in hand		1,051,190		1,055,649	
		<u>1,396,970</u>		<u>1,859,992</u>	
Creditors: amounts falling due within one year	16	430,238		826,215	
		<u>430,238</u>		<u>826,215</u>	
Net current assets			966,732		1,033,777
Total assets less current liabilities			<u>1,553,076</u>		<u>1,681,262</u>
The funds of the charity					
Restricted income funds	18	403,582		570,776	
Unrestricted funds		1,149,494		1,110,486	
		<u>1,553,076</u>		<u>1,681,262</u>	

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

The financial statements were approved by the trustees on 30 Jan 2024

..... N.C. Chapman
Mr N Chapman
Trustee

Company registration number 04139974 (England and Wales)

ELMORE COMMUNITY SERVICES

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	24		(579)		583,832
Investing activities					
Purchase of tangible fixed assets		(6,346)		(14,341)	
Proceeds from disposal of tangible fixed assets		-		1,623	
Proceeds from disposal of investments		-		1,749	
Investment income received		2,466		256	
Net cash used in investing activities			(3,880)		(10,713)
Net cash used in financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(4,459)		573,119
Cash and cash equivalents at beginning of year			1,055,649		482,530
Cash and cash equivalents at end of year			1,051,190		1,055,649

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

Charity information

Elmore Community Services is a private company limited by guarantee incorporated in England and Wales. The registered office is 213 Barns Road, Oxford, Oxfordshire, OX4 3UT.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 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) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

All monetary donations are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing or the related expenditure, in which case recognition is deferred until the pre-condition is met.

Revenue grants are credited as incoming resources when they are receivable, provided conditions for receipt have been complied with, unless they relate to a specified future period, in which case they are deferred.

Investment income is accounted for in the period in which the charity is entitled to receipt of the income.

1.5 Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- Expenditure incurred directly to the fulfilment of the charity's objectives
- Expenditure incurred in supporting the activities that directly fulfil the charity's objectives
- Expenditure incurred in the management and administration of the charity.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Fixtures and fittings	25% straight line
Computers	25% straight line

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.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible 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).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity 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.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

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

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Donations and gifts	38	22,117

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

4 Charitable activities

	Support 2023 £	Support 2022 £
Performance related grants	2,280,772	2,115,919
Analysis by fund		
Unrestricted funds - general	1,415,120	736,068
Restricted funds	865,652	1,379,851
	2,280,772	2,115,919
Performance related grants		
Oxford City Council - Tenancy sustainment	35,630	35,630
Oxfordshire County Council - New Beginnings	125,000	100,000
Oxfordshire Mental Health Partnership	741,572	720,468
Oxfordshire Mind - Primary Care Mental Health Project	-	32,553
Covid Outbreak Management Fund (COMF)	-	433,649
Oxfordshire County Council- FSP DA	455,004	488,960
Oxfordshire Mind - FSP MH	109,778	149,799
Other	813,788	154,860
	2,280,772	2,115,919

5 Income from investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Income from listed investments	340	-
Interest receivable	2,466	256
	2,806	256

6 Expenditure on raising funds

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Investment management	3,802	1,749

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

7 Expenditure on charitable activities

	Charitable expenditure 2023 £	Charitable expenditure 2022 £
Direct costs		
Staff costs	1,843,576	1,203,848
Client welfare	24,194	5,514
Client support	100,767	55,925
Office costs	23,610	19,079
	<u>1,992,147</u>	<u>1,284,366</u>
Share of support and governance costs (see note 8)		
Support	340,024	265,696
Governance	25,253	27,607
	<u>2,357,424</u>	<u>1,577,669</u>
Analysis by fund		
Unrestricted funds	1,307,068	660,299
Restricted funds	1,050,356	917,370
	<u>2,357,424</u>	<u>1,577,669</u>

8 Support costs allocated to activities

	2023 £	2022 £
Staff costs	81,721	76,443
Depreciation	13,449	10,260
Insurance	11,519	11,700
Office costs	233,335	167,293
Governance costs	25,253	27,607
	<u>365,277</u>	<u>293,303</u>
Analysed between:		
Charitable expenditure	<u>365,277</u>	<u>293,303</u>
Governance costs comprise:	2023 £	2022 £
Staff costs	11,269	10,741
Audit fees	9,810	6,810
Share of support costs	4,174	10,056
	<u>25,253</u>	<u>27,607</u>

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

10 Employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
CEO	1	1
Team Managers	15	9
Multiple needs workers	40	40
Total	56	50

Employment costs

	2023 £	2022 £
Wages and salaries	1,707,588	1,155,583
Social security costs	162,860	94,318
Other pension costs	66,118	41,131
	1,936,566	1,291,032

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2023 Number	2022 Number
£60,0001 to £70,000	1	-

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023 £	2022 £
Aggregate compensation	60,764	55,181

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

11 Gains and losses on investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Gains/(losses) arising on:		
Revaluation of investments	(50,576)	25,116

12 Taxation

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

13 Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
At 1 April 2022	54,606	36,863	91,469
Additions	500	5,846	6,346
At 31 March 2023	55,106	42,709	97,815
Depreciation and impairment			
At 1 April 2022	45,675	16,049	61,724
Depreciation charged in the year	3,148	10,300	13,448
At 31 March 2023	48,823	26,349	75,172
Carrying amount			
At 31 March 2023	6,283	16,360	22,643
At 31 March 2022	8,931	20,815	29,746

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

14 Fixed asset investments

	Listed investments £
Cost or valuation	
At 1 April 2022	617,739
Valuation changes	(50,576)
Management fees	(3,802)
Dividend income reinvested	340
At 31 March 2023	563,701
Carrying amount	
At 31 March 2023	563,701
At 31 March 2022	617,739

15 Debtors

	2023 £	2022 £
Amounts falling due within one year:		
Trade debtors	317,522	761,718
Prepayments and accrued income	28,258	42,625
	345,780	804,343

16 Creditors: amounts falling due within one year

	2023 £	2022 £
Other taxation and social security	34,230	29,434
Deferred income	261,384	721,802
Trade creditors	81,028	29,935
Other creditors	12,623	4,300
Accruals	40,973	40,744
	430,238	826,215

17 Deferred income

	2023 £	2022 £
Arising from grant contracts	261,384	721,802

Deferred income is included in the financial statements as follows:

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

17 Deferred income

(Continued)

	2023 £	2022 £
Deferred income is included within:		
Current liabilities	261,384	721,802
Movements in the year:		
Deferred income at 1 April 2022	721,802	10,583
Released from previous periods	(721,802)	(10,583)
Resources deferred in the year	261,384	721,802
Deferred income at 31 March 2023	261,384	721,802

18 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 April 2022 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2023 £
Oxford City Council - Tenancy sustainment	-	35,630	(32,324)	-	3,306
Oxfordshire City Council - New Beginnings	-	125,000	(98,716)	-	26,284
Oxfordshire County Council - FSP DA	239,410	455,004	(433,293)	-	261,121
Oxfordshire Mind - FSP MH	-	109,778	(127,288)	17,510	-
Police and Crime Commission	3,950	-	-	-	3,950
OUH NHS Foundation Trust - HIU Project	28,892	98,862	(68,913)	-	58,841
Covid Outbreak Management Fund (COMF)	277,835	-	(237,530)	-	40,305
Safe Haven OSH	20,689	41,378	(52,292)	-	9,775
	570,776	865,652	(1,050,356)	17,510	403,582

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

18 Restricted funds

(Continued)

Previous year:	At 1 April 2021 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2022 £
Oxford City Council - Tenancy sustainment	-	35,630	(35,630)	-	-
Oxfordshire City Council - New Beginnings	-	100,000	(100,000)	-	-
Oxfordshire Mind - Primary Care Mental Health Project	-	32,553	(32,553)	-	-
Oxfordshire County Council - FSP DA	98,800	488,960	(348,350)	-	239,410
Oxfordshire Mind - FSP MH	3,045	149,799	(152,844)	-	-
Police and Crime Commission	3,950	-	-	-	3,950
OUH NHS Foundation Trust - HIU Project	-	58,271	(29,379)	-	28,892
Cameron Grant	2,500	-	(2,500)	-	-
Non recurrent funded projects FY22	-	60,300	(60,300)	-	-
Covid Outbreak Management Fund (COMF)	-	433,649	(155,814)	-	277,835
Safe Haven OSH	-	20,689	-	-	20,689
	<u>108,295</u>	<u>1,379,851</u>	<u>(917,370)</u>	<u>-</u>	<u>570,776</u>

19 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	Gains and losses £	At 31 March 2023 £
General funds	<u>1,110,486</u>	<u>1,417,964</u>	<u>(1,310,870)</u>	<u>(17,510)</u>	<u>(50,576)</u>	<u>1,149,494</u>
Previous year:	At 1 April 2021 £	Incoming resources £	Resources expended £	Transfers £	Gains and losses £	At 31 March 2022 £
General funds	<u>988,977</u>	<u>758,441</u>	<u>(662,048)</u>	<u>-</u>	<u>25,116</u>	<u>1,110,486</u>

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

20 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Fund balances at 31 March 2023 are represented by:			
Tangible assets	22,643	-	22,643
Investments	563,701	-	563,701
Current assets/(liabilities)	563,150	403,582	966,732
	<u>1,149,494</u>	<u>403,582</u>	<u>1,553,076</u>
	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Fund balances at 31 March 2022 are represented by:			
Tangible assets	29,746	-	29,746
Investments	617,739	-	617,739
Current assets/(liabilities)	463,001	570,776	1,033,777
	<u>1,110,486</u>	<u>570,776</u>	<u>1,681,262</u>

21 Operating lease commitments

Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases:

	2023 £	2022 £
Within one year	5,891	17,674
Between two and five years	-	5,891
	<u>5,891</u>	<u>23,565</u>

22 Events after the reporting date

After the year end date, the charity entered into operating lease agreements resulting in future minimum lease payments under non-cancellable operating leases with a total value of £28,000 (of which £14,000 is due in the financial year end 2024).

23 Related party transactions

There were no disclosable related party transactions during the year (2022 - none).

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

24	Cash generated from operations	2023	2022
		£	£
	(Deficit)/surplus for the year	(128,186)	583,990
	Adjustments for:		
	Investment income recognised in statement of financial activities	(2,806)	(256)
	Fair value gains and losses on investments	50,576	(25,116)
	Investment management fees	3,802	-
	Depreciation and impairment of tangible fixed assets	13,449	10,261
	Movements in working capital:		
	Decrease/(increase) in debtors	458,563	(707,701)
	Increase in creditors	64,441	11,435
	(Decrease)/increase in deferred income	(460,418)	711,219
	Cash (absorbed by)/generated from operations	(579)	583,832

25 Analysis of changes in net funds

The charity had no material debt during the year.

Accounts

Charity registration number 1090616

Company registration number 04139974 (England and Wales)

ELMORE COMMUNITY SERVICES
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

ELMORE COMMUNITY SERVICES

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr J Lyons-Wainwright	
	Ms P Scully	
	Dr D Louw	
	Ms E Jones	
	Dr N Wager	(Appointed 16 September 2021)
	Mr L Bowles	(Appointed 1 September 2022)
Charity number	1090616	
Company number	04139974	
Registered office	213 Barnes Road Cowley Oxford OX4 3UT	
Auditor	Shaw Gibbs (Audit) Limited 264 Banbury Road Oxford Oxfordshire OX2 7DY	

ELMORE COMMUNITY SERVICES

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ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2022

The trustees present their annual report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006 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) (effective 1 January 2019)".

Objectives and activities

Elmore Community Services is a charity set up in 1989. We provide high quality, flexible services in the community to marginalised and disenfranchised people who would otherwise fall between the gaps in Oxfordshire services due to their multiple and complex needs.

Elmore's clients are people aged 16+ with multiple and complex needs. Clients will have multiple separate support needs such as mental health issues, homelessness and rough sleeping, substance misuse, offending, difficulty in forming and sustaining relationships, physical disability, self-harm, learning difficulties, domestic abuse, sex working or experience of abuse and neglect. Elmore deals with some of the most complex clients in Oxfordshire. The lives of Elmore clients are typically punctuated by various traumatic events which have led to an inability to process emotions in a conventional fashion.

Crises and escalating difficult behaviours can punctuate people's lives, and in times of crises, multiple agencies may be contacted by or involved in the life of an Elmore client, often at the same time. These contacts can be multiple as well as simultaneous, and without clearer communication and join-up, they can risk overwhelming agencies and, indeed, an overall system that is not designed for such behaviour.

With such needs, clients do not fit easily into services, can be hard to engage, and often they are not getting the services that they need when they need them. Elmore's flexible approach seeks to engage with people who may have slipped through the net of mainstream services, and to make a positive and lasting impact on their lives.

Elmore clients typically benefit from longer-term interactions. Initial approaches may be rejected. The Elmore worker will persevere, trying out different tactics to engage the client and building up their trust, possibly for the first time, in an agency. The build-up of trust delivers positive outcomes for the individual and the system in the longer-term, which means work can go at a slower pace. Our impact is a 'slower-burn' impact of increased time needed to achieve useful outcomes with clients.

We persistently try to engage people and make all potential avenues for treatment and support open and accessible. It is routinely our distinct role to make sense of the range of agencies that might be able to offer a relevant service, and to support people to access them. We occupy a disproportionately large position in the network of agencies across Oxfordshire to define and arrange support from a range of agencies to meet the needs of our clients.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Achievements and performance

During 2021-2022, Elmore Community Services continued to work with hundreds of people across Oxfordshire, including working remotely and flexibly through the ongoing COVID19 pandemic. As an active member of the award-winning Oxfordshire Mental Health Partnership (OMHP), Elmore has provided mental health and complex needs floating support services for the sixth consecutive year.

The year has seen continued growth for Elmore as an organisation. We have mobilised the Family Solutions Plus (FSP) service, a partnership model being trialled by Oxfordshire County Council to improve safeguarding outcomes for children and their families, while reducing demands and costs for the council. Elmore leads the delivery of the innovative FSP domestic abuse service, working with perpetrators and victims, and is a partner of the FSP mental health service.

Elmore continued to deliver a High Intensity User project to provide tailored support to people who present frequently to urgent and emergency care services. This is not a homogenous group of clients, but rather a number of individuals with varied and sometimes complex issues who require coordinated and consistent care.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Elmore has continued to deliver its Tenancy Sustainment service, commissioned by Oxford City Council, to work with vulnerable tenants. Homelessness and rough sleeping are a national issue and Elmore's preventive work with particularly complex clients has helped to prevent further homelessness in Oxfordshire.

Elmore's New Beginnings Team has likewise continued, commissioned by Oxfordshire County Council, to support adult survivors of childhood sexual exploitation (CSE). The effects of childhood sexual exploitation are long-lasting and can have a huge impact on people's adult lives. Survivors often experience difficulties with their mental health, problems with relationships, an increased chance of substance misuse, and poorer physical health. The severity of the issues means clients often cannot access specific help elsewhere. New Beginnings works alongside people to offer support in making positive changes to their lives. This service will now be delivered as part of the Oxfordshire Homelessness Alliance.

Elmore has continued to provide a pathway to community engagement and practical support within a Primary Care Wellbeing project, commissioned by Oxfordshire Mind (our partner in the OMHP). Primary care is the front door for many patients with complex mental health problems. The Primary Care Wellbeing Project assists GPs and other primary care professionals to link people to support for social, emotional, and practical needs. Elmore works with clients in Oxford in a non-clinical, person-centred way to support them to access available support available in their community and develop tools to increase their ability to manage their own wellbeing.

Elmore has also commenced delivery of Specialist Complex Emotional Needs workers as part of the newly established NHS programme, the Community Mental Health Framework, across Oxfordshire. This programme aims to dramatically increase access to, and timeliness of response, of mental health services nationally. The integration of NHS and wider VCSE services is essential in order to successfully deliver these ambitions.

During 2021-22 it was pleasing to see the Oxfordshire Discovery College, which Elmore supported as it became established as an innovation within Oxfordshire, float off from Elmore and run independently. We hope to maintain a close relationship with the ODC in the future, and to be able to support other innovations in the future.

Financial review

Financial sustainability continues to be a key priority for the Board of Trustees, as it puts Elmore on the best possible footing to respond flexibly to needs within our services and across Oxfordshire. We are pleased to report that income exceeded expenses in 2021-22.

The Charity had reserves at the year-end 31 March 2022 of £1,681,262, which represents an increase from £1,097,272 at the year-end 31 March 2021. Reserves allow Elmore to absorb setbacks such as a decline or interruption of sources of income, mitigate risk, and to take advantage of initiatives and opportunities that may arise. The Board of Trustees reviews the level of reserves of the Charity on a regular basis, ensuring this is in line with the guidance issued by the Charity Commission and is sufficient to safeguard an enlarged number of core services for as long as possible through periods of risk or uncertainty. As Elmore has grown as an organisation it has been necessary for its reserves to grow proportionately.

Plans for the future

2022 has seen Elmore continue to expand its number of contracts and diversify its commissioners, with significant success.

Elmore continues to work flexibly following the uncertainty of the Coronavirus outbreak, however 2022 has seen a partial return to the office for staff, having been working from home for 2 years. We continue to make use of flexible arrangements commenced during the pandemic such as home-working and phone-based support where necessary.

Structure, governance and management

Elmore Community Services (Elmore) is a charitable company registered in England that is limited by guarantee and governed by its Articles of Association, which were last updated in March 2016. The company was incorporated on 11 January 2001 (number 04139974) and registered as a charity on 15 February 2002 (number 1090616). The principal office and registered office of the charity is 213 Barnes Road, Cowley, OX4 3UT.

The following persons served as Directors throughout the year unless otherwise stated below. They are also Trustees under charity law, and have a beneficial interest in the charitable company.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

The Trustees guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding-up.

Dr S Pearce	(Resigned 9 July 2021)
Mr A Halime	(Resigned 20 January 2022)
Mr J Lyons-Wainwright	
Ms P Scully	
Dr D Louw	
Ms J Childs	(Resigned 17 March 2022)
Ms E Jones	
Dr N Wager	(Appointed 16 September 2021)
Mr L Bowles	(Appointed 1 September 2022)

Elmore's governance is the responsibility of the Trustees and the sole Members of the company. The term of the Articles of Association specify a minimum of three Trustees and no maximum, though we aim for 8-12 Trustees to be an effective working group while also providing sufficient capacity, diversity, skills and knowledge.

The Board of Trustees has traditionally met six times per year (regular quarterly meetings plus two strategy meetings) and there is a Finance Subcommittee which meets in between the quarterly meetings.

Other working groups take place as required, focusing on topics such as Strategy, Quality, Co-production or other specific work to be undertaken with the support of Trustees.

Authority from the Trustees is delegated to a Chief Executive who is also the company secretary, and is responsible for the day to day running of the charitable company. In 2019-20 the Chief Executive has been supported operationally by a Service Manager, three Team Managers, and an Administration Manager, who together co-ordinate the team who undertake the direct charitable activities.

Statement of trustees' responsibilities

The trustees, who are also the directors of Elmore Community Services for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 charity will continue in operation.

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

Auditor

In accordance with the company's articles, a resolution proposing that Shaw Gibbs (Audit) Limited be reappointed as auditor of the company will be put at a General Meeting.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) ***FOR THE YEAR ENDED 31 MARCH 2022***

Disclosure of information to auditor

Each of the trustees 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.

The trustees' report was approved by the Board of Trustees.

Mr J Lyons-Wainwright

Trustee

Dated: 16 December 2022

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Opinion

We have audited the financial statements of Elmore Community Services (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 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.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charitable company for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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 144 of the Charities Act 2011 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 financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- At the planning stage of the audit, we gain an understanding of the laws and regulations which apply to the charitable company and how the trustees seek to comply with those laws and regulations. This help us to plan appropriate risk assessments.
- During the audit, we focus on relevant risk areas and reviewed the compliance with the laws and regulations by making relevant enquiries from the trustees and undertaking corroboration, for example by reviewing trustees' minutes and other documentation.
- We assess the risk of material misstatement in the financial statements including as a result of fraud and undertook the following procedures but were not limited to:
 - a. Reviewing the controls set in place by the trustees;
 - a. Making enquiries of the trustees as to whether they consider fraud or other irregularity may have taken place, or where such opportunity might exist;
 - b. Challenging the trustees' assumptions with regard to accounting estimates;
 - c. Identifying and testing journal entries, particularly those which appear to be unusual by size or nature.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Use of our report

This report is made solely to the charitable company's trustees as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees 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 and the charitable company's trustees as a body, for our audit work, for this report or for the opinions we have formed.

**Samantha Daniels (Senior Statutory Auditor)
for and on behalf of Shaw Gibbs (Audit) Limited**

19 December 2022

**Chartered Certified Accountants
Statutory Auditor**

264 Banbury Road
Oxford
Oxfordshire
OX2 7DY

ELMORE COMMUNITY SERVICES

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total Unrestricted funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:							
Donations and legacies	3	22,117	-	22,117	11,288	-	11,288
Charitable activities	5	736,068	1,379,851	2,115,919	753,182	564,143	1,317,325
Investments	4	256	-	256	107	-	107
Total income		758,441	1,379,851	2,138,292	764,577	564,143	1,328,720
Expenditure on:							
Raising funds	6	1,749	-	1,749	2,995	-	2,995
Charitable activities	7	660,299	917,370	1,577,669	587,687	455,848	1,043,535
Total expenditure		662,048	917,370	1,579,418	590,682	455,848	1,046,530
Net gains/(losses) on investments	11	25,116	-	25,116	135,724	-	135,724
Net movement in funds		121,509	462,481	583,990	309,619	108,295	417,914
Fund balances at 1 April 2021		988,977	108,295	1,097,272	679,358	-	679,358
Fund balances at 31 March 2022		1,110,486	570,776	1,681,262	988,977	108,295	1,097,272

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

ELMORE COMMUNITY SERVICES

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	12	29,746		27,289	
Investments	13	617,739		594,372	
			<u>647,485</u>		<u>621,661</u>
Current assets					
Debtors	14	804,343		96,642	
Cash at bank and in hand		1,055,649		482,530	
			<u>1,859,992</u>		<u>579,172</u>
Creditors: amounts falling due within one year	15	(826,215)		(103,561)	
Net current assets			<u>1,033,777</u>		<u>475,611</u>
Total assets less current liabilities			<u><u>1,681,262</u></u>		<u><u>1,097,272</u></u>
Income funds					
Restricted funds	17	570,776		108,295	
Unrestricted funds		1,110,486		988,977	
			<u><u>1,681,262</u></u>		<u><u>1,097,272</u></u>

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

The financial statements were approved by the Trustees on 16 December 2022

Mr J Lyons-Wainwright
Trustee

Company registration number 04139974

ELMORE COMMUNITY SERVICES

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash generated from operations	21		583,832		236,427
Investing activities					
Purchase of tangible fixed assets		(14,341)		(18,035)	
Proceeds from disposal of tangible fixed assets		1,623		-	
Proceeds from disposal of investments		1,749		3,000	
Investment income received		256		107	
Net cash used in investing activities			(10,713)		(14,928)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			573,119		221,499
Cash and cash equivalents at beginning of year			482,530		261,031
Cash and cash equivalents at end of year			1,055,649		482,530

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Charity information

Elmore Community Services is a private company limited by guarantee incorporated in England and Wales. The registered office is 213 Barnes Road, Cowley, Oxford, OX4 3UT.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 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) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

All monetary donations are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing or the related expenditure, in which case recognition is deferred until the pre-condition is met.

Revenue grants are credited as incoming resources when they are receivable, provided conditions for receipt have been complied with, unless they relate to a specified future period, in which case they are deferred.

1.5 Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- Expenditure incurred directly to the fulfilment of the charity's objectives
- Expenditure incurred in supporting the activities that directly fulfil the charity's objectives
- Expenditure incurred in the management and administration of the charity.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Fixtures and fittings	25% straight line
Computers	25% straight line

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

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.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible 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).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity 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.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.11 Employee benefits

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

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds general 2022 £	Unrestricted funds general 2021 £
Donations and gifts	22,117	11,288

4 Investments

	Unrestricted funds general 2022 £	Unrestricted funds general 2021 £
Interest receivable	256	107

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

5 Charitable activities

	Support	Support	Research	Total
	2022	2021	2021	2021
	£	£	£	£
Performance related grants	2,115,919	1,309,325	8,000	1,317,325
Analysis by fund				
Unrestricted funds - general	736,068	749,182	4,000	753,182
Restricted funds	1,379,851	560,143	4,000	564,143
	2,115,919	1,309,325	8,000	1,317,325
Performance related grants				
Oxford City Council - Modern day slavery research	-	-	4,000	(4,000)
Oxford City Council - Tenancy sustainment	35,630	35,630	-	(35,630)
Oxfordshire County Council - New Beginnings	100,000	100,000	-	(100,000)
Oxfordshire Mental Health Partnership	720,468	547,988	-	(547,988)
Oxfordshire Clinical Commissioning Group	-	200,000	-	(200,000)
Oxfordshire Mind - Primary Care Mental Health Project	32,553	32,553	-	(32,553)
Covid Outbreak Management Fund (COMF)	433,649	-	-	-
Oxfordshire County Council- FSP DA	488,960	238,542	-	(238,542)
Oxfordshire Mind - FSP MH	149,799	82,025	-	(82,025)
Other	154,860	72,587	4,000	76,587
	2,115,919	1,309,325	8,000	1,317,325

6 Raising funds

	Unrestricted funds general 2022 £	Unrestricted funds general 2021 £
<u>Fundraising and publicity</u>		
Other fundraising costs	-	(6)
<u>Investment management</u>	1,749	3,001
	1,749	2,995

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

7 Charitable activities

	2022 £	2021 £
Staff costs	1,203,848	807,498
Client welfare	5,514	207
Client support	55,925	36,372
Office costs	19,079	21,713
	<u>1,284,366</u>	<u>865,790</u>
Share of support costs (see note 8)	265,696	152,597
Share of governance costs (see note 8)	27,607	25,148
	<u>1,577,669</u>	<u>1,043,535</u>
Analysis by fund		
Unrestricted funds - general	660,299	587,687
Restricted funds	917,370	455,848
	<u>1,577,669</u>	<u>1,043,535</u>

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

8 Support costs

	Support costs £	Governance costs £	2022 £	Support costs £	Governance costs £	2021 £	Basis of allocation
Staff costs	76,443	10,741	87,184	54,937	9,713	64,650	Direct costs
Depreciation	10,260	-	10,260	7,411	-	7,411	Direct costs
Insurance	11,700	-	11,700	4,794	-	4,794	Direct costs
Office costs	167,293	10,056	177,349	85,455	4,765	90,220	Direct costs
Audit fees	-	6,810	6,810	-	10,670	10,670	Governance
	<u>265,696</u>	<u>27,607</u>	<u>293,303</u>	<u>152,597</u>	<u>25,148</u>	<u>177,745</u>	
Analysed between							
Charitable activities	<u>265,696</u>	<u>27,607</u>	<u>293,303</u>	<u>152,597</u>	<u>25,148</u>	<u>177,745</u>	

Governance costs includes payments to the auditors of £6,810 (2021 - £10,670) for audit fees.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

10 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
CEO	1	1
Team Managers	9	7
Multiple needs workers	40	25
Total	50	33

Employment costs

	2022 £	2021 £
Wages and salaries	1,155,583	781,290
Social security costs	94,318	64,886
Other pension costs	41,131	25,972
	1,291,032	872,148

There were no employees whose annual remuneration was more than £60,000.

11 Net gains/(losses) on investments

	Unrestricted funds general 2022 £	Unrestricted funds general 2021 £
Revaluation of investments	25,116	135,724

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

12 Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
At 1 April 2021	54,240	26,135	80,375
Additions	366	13,975	14,341
Disposals	-	(3,246)	(3,246)
At 31 March 2022	54,606	36,864	91,470
Depreciation and impairment			
At 1 April 2021	42,097	10,989	53,086
Depreciation charged in the year	3,578	6,683	10,261
Eliminated in respect of disposals	-	(1,623)	(1,623)
At 31 March 2022	45,675	16,049	61,724
Carrying amount			
At 31 March 2022	8,931	20,815	29,746
At 31 March 2021	12,144	15,145	27,289

13 Fixed asset investments

	Listed investments £
Cost or valuation	
At 1 April 2021	594,372
Valuation changes	25,116
Disposals	(1,749)
At 31 March 2022	617,739
Carrying amount	
At 31 March 2022	617,739
At 31 March 2021	594,372

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

14 Debtors

	2022 £	2021 £
Amounts falling due within one year:		
Trade debtors	761,718	69,625
Prepayments and accrued income	42,625	27,017
	<u>804,343</u>	<u>96,642</u>

15 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Other taxation and social security		29,434	21,366
Deferred income	16	721,802	10,583
Trade creditors		29,935	33,871
Other creditors		4,300	1,991
Accruals		40,744	35,750
		<u>826,215</u>	<u>103,561</u>

16 Deferred income

	2022 £	2021 £
Arising from grant contracts	<u>721,802</u>	<u>10,583</u>

Deferred income is included in the financial statements as follows:

	2022 £	2021 £
Deferred income is included within:		
Current liabilities	<u>721,802</u>	<u>10,583</u>
Movements in the year:		
Deferred income at 1 April 2021	10,583	50,000
Released from previous periods	(10,583)	(50,000)
Resources deferred in the year	<u>721,802</u>	<u>10,583</u>
Deferred income at 31 March 2022	<u>721,802</u>	<u>10,583</u>

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

17 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds		
	Incoming resources £	Resources expended £	Balance at 1 April 2021 £	Incoming resources £	Resources expended £	Balance at 31 March 2022 £
Oxford City Council - Modern day slavery grant research	4,000	(4,000)	-	-	-	-
Oxford City Council - Tenancy sustainment	35,630	(35,630)	-	35,630	(35,630)	-
Oxfordshire City Council - New Beginnings	100,000	(100,000)	-	100,000	(100,000)	-
Oxfordshire Mind - Primary Care Mental Health Project	32,553	(32,553)	-	32,553	(32,553)	-
Oxfordshire County Council - FSP DA	238,542	(139,742)	98,800	488,960	(348,350)	239,410
Oxfordshire Mind - FSP MH	82,025	(78,980)	3,045	149,799	(152,844)	-
Police and Crime Commission	37,018	(33,068)	3,950	-	-	3,950
OUH NHS Foundation Trust - HIU Project	24,750	(24,750)	-	58,271	(29,379)	28,892
Thames Valley Police & Crime Commissioner	5,300	(5,300)	-	-	-	-
The Clotheworkers' Foundation	1,825	(1,825)	-	-	-	-
Cameron Grant	2,500	-	2,500	-	(2,500)	-
Non recurrent funded projects FY22	-	-	-	60,300	(60,300)	-
Covid Outbreak Management Fund (COMF)	-	-	-	433,649	(155,814)	277,835
Safe Haven OSH	-	-	-	20,689	-	20,689
	<u>564,143</u>	<u>(455,848)</u>	<u>108,295</u>	<u>1,379,851</u>	<u>(917,370)</u>	<u>570,776</u>

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

18 Analysis of net assets between funds

	Unrestricted 2022 £	Restricted 2022 £	Total 2022 £	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:						
Tangible assets	29,746	-	29,746	27,289	-	27,289
Investments	617,739	-	617,739	594,372	-	594,372
Current assets/(liabilities)	463,001	570,776	1,033,777	367,316	108,295	475,611
	<u>1,110,486</u>	<u>570,776</u>	<u>1,681,262</u>	<u>988,977</u>	<u>108,295</u>	<u>1,097,272</u>

19 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases:

	2022 £	2021 £
Within one year	17,674	17,674
Between two and five years	5,891	23,565
	<u>23,565</u>	<u>41,239</u>

20 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2022 £	2021 £
Aggregate compensation	<u>55,181</u>	<u>52,426</u>

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

21	Cash generated from operations	2022 £	2021 £
	Surplus for the year	583,990	417,914
	Adjustments for:		
	Investment income recognised in statement of financial activities	(256)	(107)
	Fair value gains and losses on investments	(25,116)	(135,724)
	Depreciation and impairment of tangible fixed assets	10,261	7,412
	Movements in working capital:		
	(Increase) in debtors	(707,701)	(51,578)
	Increase in creditors	11,435	37,927
	Increase/(decrease) in deferred income	711,219	(39,417)
	Cash generated from operations	583,832	236,427
22	Analysis of changes in net funds		
	The charity had no debt during the year.		

Accounts

Charity Registration No. 1090616

Company Registration No. 04139974 (England and Wales)

ELMORE COMMUNITY SERVICES
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

ELMORE COMMUNITY SERVICES

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr A Halime	
	Mr J Lyons-Wainwright	
	Ms P Scully	
	Dr D Louw	
	Ms J Childs	(Appointed 19 November 2020)
	Ms E Jones	(Appointed 21 January 2021)
	Dr N Wager	(Appointed 16 September 2021)
Charity number	1090616	
Company number	04139974	
Registered office	213 Barnes Road Cowley Oxford OX4 3UT	
Auditor	Shaw Gibbs (Audit) Limited 264 Banbury Road Oxford OX2 7DY	

ELMORE COMMUNITY SERVICES

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Statement of cash flows	10
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ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The trustees present their report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006 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) (effective 1 January 2019)".

Objectives and activities

Elmore Community Services is a charity set up in 1989. We provide high quality, flexible services in the community to marginalised and disenfranchised people who would otherwise fall between the gaps in Oxfordshire services due to their multiple and complex needs.

Elmore's clients are people aged 16+ with multiple and complex needs. Clients will have multiple separate support needs such as mental health issues, homelessness and rough sleeping, substance misuse, offending, difficulty in forming and sustaining relationships, physical disability, self-harm, learning difficulties, domestic abuse, sex working or experience of abuse and neglect. Elmore deals with some of the most complex clients in Oxfordshire. The lives of Elmore clients are typically punctuated by various traumatic events which have led to an inability to process emotions in a conventional fashion.

Crises and escalating difficult behaviours can punctuate people's lives, and in times of crises, multiple agencies may be contacted by or involved in the life of an Elmore client, often at the same time. These contacts can be multiple as well as simultaneous, and without clearer communication and join-up, they can risk overwhelming agencies and, indeed, an overall system that is not designed for such behaviour.

With such needs, clients do not fit easily into services, can be hard to engage, and often they are not getting the services that they need when they need them. Elmore's flexible approach seeks to engage with people who may have slipped through the net of mainstream services, and to make a positive and lasting impact on their lives.

Elmore clients typically benefit from longer-term interactions. Initial approaches may be rejected. The Elmore worker will persevere, trying out different tactics to engage the client and building up their trust, possibly for the first time, in an agency. The build-up of trust delivers positive outcomes for the individual and the system in the longer-term, which means work can go at a slower pace. Our impact is a 'slower-burn' impact of increased time needed to achieve useful outcomes with clients.

We persistently try to engage people and make all potential avenues for treatment and support open and accessible. It is routinely our distinct role to make sense of the range of agencies that might be able to offer a relevant service, and to support people to access them. We occupy a disproportionately large position in the network of agencies across Oxfordshire to define and arrange support from a range of agencies to meet the needs of our clients.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Achievements and performance

During 2020-2021, Elmore Community Services worked with 335 people across Oxfordshire. This year took in the beginning of the COVID19 pandemic and the Charity had to move to working flexibly and remotely to support clients.

The year has seen significant growth. Elmore was awarded the contract to deliver Family Solutions Plus (FSP), a partnership model being trialled by Oxfordshire County Council to improve safeguarding outcomes for children and their families, while reducing demands and costs for the council. Elmore leads the delivery of the innovative FSP domestic abuse service, working with perpetrators and victims, and is a partner of the FSP mental health service.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2021**

Elmore has delivered a High Intensity User project to provide tailored support to people who present frequently to urgent and emergency care services. This is not a homogenous group of clients, but rather a number of individuals with varied and sometimes complex issues. Funded by Oxford Universities Hospitals NHS Trust, Elmore has provided coordinated and consistent care and support to 11 people and reduced repeat presentations to the Emergency Department.

As an active member of the award-winning Oxfordshire Mental Health Partnership (OMHP), Elmore has provided mental health and complex needs floating support services for the sixth consecutive year. Elmore has supported 146 complex needs clients and 95 mental health clients.

Elmore's Tenancy Sustainment service, commissioned by Oxford City Council to work with vulnerable tenants, has been renewed for a further year. We supported 22 clients to maintain their tenancy in 2020-21. Homelessness and rough sleeping are a national issue and Elmore's preventive work with particularly complex clients has helped to prevent further homelessness in Oxfordshire.

Elmore's New Beginnings Team, commissioned by Oxfordshire County Council to support adult survivors of childhood sexual exploitation (CSE), has been renewed for a further year. In 2020-21 Elmore has supported 39 clients. The effects of childhood sexual exploitation are long-lasting and can have a huge impact on people's adult lives. Survivors often experience difficulties with their mental health, problems with relationships, an increased chance of substance misuse, and poorer physical health. The severity of the issues means clients often cannot access specific help elsewhere. New Beginnings works alongside people to offer support in making positive changes to their lives.

Elmore has continued to provide a pathway to community engagement and practical support within a Primary Care Wellbeing project, commissioned by Oxfordshire Mind (our partner in the OMHP), supporting 21 clients during 2020-21. Primary care is the front door for many patients with complex mental health problems. The Primary Care Wellbeing Project assists GPs and other primary care professionals to link people to support for social, emotional, and practical needs. Elmore works with clients in Oxford in a non-clinical, person-centred way to support them to access available support available in their community and develop tools to increase their ability to manage their own wellbeing.

During 2020-21 Elmore continued to sponsor an innovation in mental health support to young people in the form of Oxfordshire Discovery College.

Financial review

Financial sustainability was identified by the Board of Trustees as a key priority, and we are pleased to report that income exceeded expenses in 2020-21.

Elmore has sought to increase the number of contracts it holds and diversify the number of commissioners of such contracts, and we can report success in this regard with the addition of the Family Solutions Plus contracts. Like most third-sector organisations, Elmore continued to depend on statutory contracts from the NHS and local government during 2020-21.

The Charity had reserves at the year-end 31 March 2021 of £1,097,272, which represents an increase from £679,357 at the year-end 31 March 2020. Reserves allow Elmore to absorb setbacks such as a decline or interruption of sources of income, mitigate risk, and to take advantage of initiatives and opportunities that may arise. The Board of Trustees reviews the level of reserves of the Charity on a regular basis, ensuring this is in line with the guidance issued by the Charity Commission and is sufficient to safeguard an enlarged number of core services for as long as possible through periods of risk or uncertainty.

Plans for the future

2021 has seen Elmore continue to respond with significant success in a challenging environment.

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Elmore continues to respond to the uncertainty of the Coronavirus outbreak, having moved staff to working from home in place of the office and the community. During the early period of lockdown Elmore moved to delivering a phone-based service in place of in-person client support, ensuring clients received food parcels and activities to do from home, while trialling video-calling with clients, including through the distribution of smartphones to digitally excluded clients.

Since year end 2021, Elmore is delivering or setting up the following new services:

- A Hospital Navigator to build trust with patients who present at the Horton Hospital in Banbury with complex and multiple needs, including high-risk people and those who pose a risk of causing harm. Funded by Oxfordshire County Council and working in partnership with Connection Support, Elmore will provide support to ensure residents can be discharged from high-risk areas safely and put in place preventative measures to reduce repeat attendances.
- Oxford Safe Haven (OSH), which offers out-of-hours support for adults experiencing mental health crisis, for which Elmore is supporting its extension to become 7-days a week. Elmore will work with Oxfordshire Mind to support people referred from OSH to access community-based support.
- Embedded caseworkers in an Oxford-based homelessness hostel to provide intense face-face complex needs case-working support to our partner Homeless Oxfordshire, funded by Oxfordshire County Council.
- A partially embedded worker to the Temporary Accommodation Team and Anti-Social Behaviour Investigation Team at Oxford City Council to support the avoidance of homelessness and ensure tenancy security, funded by Oxfordshire County Council.
- You Matter, Rise & Shine; a joint service delivered with Connection Support providing community-based support for people with common mental health problems, funded by Oxfordshire County Council.
- Specialist Complex Emotional Needs workers as part of the newly established NHS programme, the Community Mental Health Framework, across Oxfordshire.

These new services represent an increase in staffing and income to Elmore, with forecast income for 2021-22 of over £1.6million for the first time. Our focus is on ensuring excellent delivery of these projects in collaboration with partners, for the benefit of our clients and to put Elmore on a strong footing going forwards.

Structure, governance and management

Elmore Community Services (Elmore) is a charitable company registered in England that is limited by guarantee and governed by its Articles of Association, which were last updated in March 2016. The company was incorporated on 11 January 2001 (number 04139974) and registered as a charity on 15 February 2002 (number 1090616). The principal office and registered office of the charity is 213 Barnes Road, Cowley, OX4 3UT.

The following persons served as Directors throughout the year unless otherwise stated below. They are also Trustees under charity law, and have a beneficial interest in the charitable company.

The Trustees guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding-up.

Dr S Pearce	(Resigned 9 September 2021)
Ms A Sanders	(Resigned 31 March 2021)
Mr A Halime	
Mr J Lyons-Wainwright	
Ms P Scully	
Dr D Louw	
Ms J Childs	(Appointed 19 November 2020)
Ms E Jones	(Appointed 21 January 2021)
Mr L J Corbally	(Appointed 21 May 2020 and resigned 18 March 2021)
Dr N Wager	(Appointed 16 September 2021)

ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2021**

Elmore's governance is the responsibility of the Trustees and the sole Members of the company. The term of the Articles of Association specify a minimum of three Trustees and no maximum, though we aim for 8-12 Trustees to be an effective working group while also providing sufficient capacity, diversity, skills and knowledge.

The Board of Trustees has traditionally met six times per year (regular quarterly meetings plus two strategy meetings) and there is a Finance Subcommittee which meets in between the quarterly meetings.

Other working groups take place as required, focusing on topics such as Strategy, Quality, Co-production or other specific work to be undertaken with the support of Trustees.

Authority from the Trustees is delegated to a Chief Executive who is also the company secretary, and is responsible for the day to day running of the charitable company. In 2019-20 the Chief Executive has been supported operationally by a Service Manager, three Team Managers, and an Administration Manager, who together co-ordinate the team who undertake the direct charitable activities.

Statement of trustees' responsibilities

The trustees, who are also the directors of Elmore Community Services for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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 charity will continue in operation.

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

Auditor

In accordance with the company's articles, a resolution proposing that Shaw Gibbs (Audit) Limited be reappointed as auditor of the company will be put at a General Meeting.

The trustees' report was approved by the Board of Trustees.

Mr J Lyons-Wainwright

Trustee

Dated: 22 November 2021

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Opinion

We have audited the financial statements of Elmore Community Services (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 March 2021 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.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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 144 of the Charities Act 2011 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 financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

- At the planning stage of the audit, we gained an understanding of the laws and regulations which apply to the charity and how the trustees seek to comply with those laws and regulations. This helped us to plan appropriate risk assessments.
- During the audit, we focused on relevant risk areas and reviewed the compliance with the laws and regulations by making relevant enquiries from the trustees and undertaking corroboration, for example by reviewing trustees' minutes and other documentation.
- We assessed the risk of material misstatement in the financial statements including as a result of fraud and undertook the following procedures but were not limited to:
 - a. Reviewing the controls set in place by the trustees;
 - b. Making enquiries of the trustees as to whether they consider fraud or other irregularity may have taken place, or where such opportunity might exist;
 - c. Challenging the trustees' assumptions with regard to accounting estimates;
 - d. Identifying and testing journal entries, particularly those which appear to be unusual by size or nature.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Samantha Daniels (Senior Statutory Auditor)
for and on behalf of Shaw Gibbs (Audit) Limited

13 December 2021

Chartered Certified Accountants
Statutory Auditor

264 Banbury Road
Oxford
OX2 7DY

Shaw Gibbs (Audit) Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

ELMORE COMMUNITY SERVICES

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes						
<u>Income from:</u>							
Donations and legacies	3	11,288	-	11,288	11,460	-	11,460
Charitable activities	5	753,182	564,143	1,317,325	645,586	193,915	839,501
Investments	4	107	-	107	372	-	372
Total income		764,577	564,143	1,328,720	657,418	193,915	851,333
<u>Expenditure on:</u>							
Raising funds	6	2,995	-	2,995	2,222	-	2,222
Charitable activities	7	587,687	455,848	1,043,535	628,422	197,420	825,842
Total resources expended		590,682	455,848	1,046,530	630,644	197,420	828,064
Net gains/(losses) on investments	11	135,724	-	135,724	(36,797)	-	(36,797)
Net movement in funds		309,619	108,295	417,914	(10,023)	(3,505)	(13,528)
Fund balances at 1 April 2020		679,358	-	679,358	689,380	3,505	692,885
Fund balances at 31 March 2021		988,977	108,295	1,097,272	679,357	-	679,357

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

ELMORE COMMUNITY SERVICES

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	12	27,289		16,665	
Investments	13	594,372		461,648	
		<u>621,661</u>		<u>478,313</u>	
Current assets					
Debtors	14	96,642		45,064	
Cash at bank and in hand		482,530		261,031	
		<u>579,172</u>		<u>306,095</u>	
Creditors: amounts falling due within one year	15	(103,561)		(105,051)	
Net current assets		<u>475,611</u>		<u>201,044</u>	
Total assets less current liabilities		<u>1,097,272</u>		<u>679,357</u>	
Income funds					
Restricted funds	18	108,295		-	
Unrestricted funds		988,977		679,357	
		<u>1,097,272</u>		<u>679,357</u>	

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

The financial statements were approved by the Trustees on 22 November 2021

Mr J Lyons-Wainwright
Trustee

Company Registration No. 04139974

ELMORE COMMUNITY SERVICES

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	21		236,426		64,990
Investing activities					
Purchase of tangible fixed assets		(18,035)		(19,935)	
Purchase of investments		-		(3,391)	
Proceeds on disposal of investments		3,001		3,418	
Interest received		107		371	
Net cash used in investing activities			(14,927)		(19,537)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			221,499		45,453
Cash and cash equivalents at beginning of year			261,031		215,578
Cash and cash equivalents at end of year			482,530		261,031

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Elmore Community Services is a private company limited by guarantee incorporated in England and Wales. The registered office is 213 Barnes Road, Cowley, Oxford, OX4 3UT.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 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) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

All monetary donations are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing or the related expenditure, in which case recognition is deferred until the pre-condition is met.

Revenue grants are credited as incoming resources when they are receivable, provided conditions for receipt have been complied with, unless they relate to a specified future period, in which case they are deferred.

1.5 Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- Expenditure incurred directly to the fulfilment of the charity's objectives
- Expenditure incurred in supporting the activities that directly fulfil the charity's objectives
- Expenditure incurred in the management and administration of the charity.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Fixtures and fittings	25% straight line
Computers	25% straight line

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 net income/(expenditure) for the year.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible 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).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity 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.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

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

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Donations and gifts	11,288	11,460

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

4 Investments

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Income from listed investments	-	9
Interest receivable	107	363
	107	372

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

5 Charitable activities

	Support	Research	Total	Support	Research	Total
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Performance related grants	1,309,325	8,000	1,317,325	819,501	20,000	839,501
Analysis by fund						
Unrestricted funds - general	749,182	4,000	753,182	645,586	-	645,586
Restricted funds	560,143	4,000	564,143	173,915	20,000	193,915
	1,309,325	8,000	1,317,325	819,501	20,000	839,501
Performance related grants						
Oxford City Council - Modern day slavery research	-	4,000	4,000	-	20,000	20,000
Oxford City Council - Tenancy sustainment	35,630	-	35,630	35,630	-	35,630
Oxfordshire County Council - New Beginnings	100,000	-	100,000	100,000	-	100,000
Oxfordshire Mental Health Partnership	547,988	-	547,988	468,025	-	468,025
Oxfordshire Clinical Commissioning Group	200,000	-	200,000	200,000	-	200,000
Oxfordshire Mind - Primary Care Mental Health Project	32,553	-	32,553	34,385	-	34,385
Oxon Community Foundation OHM - Discovery Project	-	-	-	5,266	-	5,266
Oxfordshire County Council - FSP DA	238,542	-	238,542	-	-	-
St Michaels and All Saints	-	-	-	10,000	-	10,000
Other	154,612	4,000	158,612	(33,805)	-	(33,805)
	1,309,325	8,000	1,317,325	819,501	20,000	839,501

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

6 Raising funds

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
<u>Fundraising and publicity</u>		
Other fundraising costs	(6)	2,222
<u>Investment management</u>	3,001	-
	2,995	2,222

7 Charitable activities

	2021 £	2020 £
Staff costs	807,498	572,738
Client welfare	207	10,094
Client support	36,372	50,795
Office costs	21,713	42,870
	865,790	676,497
Share of support costs (see note 8)	152,597	133,885
Share of governance costs (see note 8)	25,148	15,460
	1,043,535	825,842
Analysis by fund		
Unrestricted funds - general	587,687	628,422
Restricted funds	455,848	197,420
	1,043,535	825,842

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

8 Support costs

	Support costs £	Governance costs £	2021 £	Support costs £	Governance costs £	2020 £	Basis of allocation
Staff costs	54,937	9,713	64,650	72,353	7,830	80,183	Direct costs
Depreciation	7,411	-	7,411	11,165	-	11,165	Direct costs
Insurance	4,794	-	4,794	4,521	-	4,521	Direct costs
Office costs	85,455	4,765	90,220	45,846	2,130	47,976	Direct costs
Audit fees	-	10,670	10,670	-	5,500	5,500	Governance
	<u>152,597</u>	<u>25,148</u>	<u>177,745</u>	<u>133,885</u>	<u>15,460</u>	<u>149,345</u>	
Analysed between							
Charitable activities	<u>152,597</u>	<u>25,148</u>	<u>177,745</u>	<u>133,885</u>	<u>15,460</u>	<u>149,345</u>	

Governance costs includes payments to the auditors of £10,670 (2020 - £5,500) for audit fees.

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

10 Employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
CEO	1	1
Team Managers	7	5
Multiple needs workers	25	21
Total	33	27

Employment costs

	2021 £	2020 £
Wages and salaries	781,290	587,281
Social security costs	64,886	45,163
Other pension costs	25,972	20,477
	872,148	652,921

There were no employees whose annual remuneration was £60,000 or more.

11 Net gains/(losses) on investments

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Revaluation of investments	135,724	(36,797)

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

12 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2020	69,766	19,992	89,758
Additions	11,892	6,143	18,035
Disposals	(27,418)	-	(27,418)
	<u>54,240</u>	<u>26,135</u>	<u>80,375</u>
Depreciation and impairment			
At 1 April 2020	68,083	5,010	73,093
Depreciation charged in the year	1,431	5,980	7,411
Eliminated in respect of disposals	(27,418)	-	(27,418)
	<u>42,096</u>	<u>10,990</u>	<u>53,086</u>
Carrying amount			
At 31 March 2021	<u>12,144</u>	<u>15,145</u>	<u>27,289</u>
At 31 March 2020	<u>1,683</u>	<u>14,982</u>	<u>16,665</u>

13 Fixed asset investments

	Listed investments
	£
Cost or valuation	
At 1 April 2020	461,648
Valuation changes	135,724
Disposals	(3,001)
	<u>594,371</u>
Carrying amount	
At 31 March 2021	<u>594,371</u>
At 31 March 2020	<u>461,648</u>

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

14 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	69,625	11,968
Prepayments and accrued income	27,017	33,096
	<u>96,642</u>	<u>45,064</u>

15 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Other taxation and social security		21,366	11,701
Deferred income	16	10,583	50,000
Trade creditors		33,871	23,398
Other creditors		1,991	4,083
Accruals		35,750	15,869
		<u>103,561</u>	<u>105,051</u>

16 Deferred income

	2021 £	2020 £
Other deferred income	<u>10,583</u>	<u>50,000</u>

17 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases:

	2021 £	2020 £
Within one year	17,674	17,674
Between two and five years	23,565	41,239
	<u>41,239</u>	<u>58,913</u>

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

18 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds		
	Balance at 1 April 2020	Incoming resources	Resources expended 31 March 2021
	£	£	£
Oxford City Council - Modern day slavery grant research	-	4,000	(4,000)
Oxford City Council - Tenancy sustainment	-	35,630	(35,630)
Oxford City Council - New Beginnings	-	100,000	(100,000)
Oxfordshire Mind - Primary Care Mental Health Project	-	32,553	(32,553)
Oxfordshire County Council - FSP DA	-	238,542	(139,742)
Oxfordshire Mind - FSP MH	-	82,025	(78,980)
Police and Crime Commission	-	37,018	(33,068)
OUH NHS Foundation Trust - HIU Project	-	24,750	(24,750)
Thames Valley Police & Crime Commissioner	-	5,300	(5,300)
The Clotheworkers' Foundation	-	1,825	(1,825)
Cameron Grant	-	2,500	-
	-	564,143	(455,848)
			108,295

19 Analysis of net assets between funds

	Unrestricted 2021	Restricted 2021	Total 2021	Unrestricted 2020	Restricted 2020	Total 2020
	£	£	£	£	£	£
Fund balances at 31 March 2021 are represented by:						
Tangible assets	27,289	-	27,289	16,665	-	16,665
Investments	594,372	-	594,372	461,648	-	461,648
Current assets/ (liabilities)	486,194	(10,583)	475,611	201,044	-	201,044
	1,107,855	(10,583)	1,097,272	679,357	-	679,357

20 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2021 £	2020 £
Aggregate compensation	52,426	37,892

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

21 Cash generated from operations	2021 £	2020 £
Surplus/(deficit) for the year	417,914	(13,528)
Adjustments for:		
Investment income recognised in statement of financial activities	(107)	(372)
Fair value gains and losses on investments	(135,724)	36,797
Depreciation and impairment of tangible fixed assets	7,411	11,165
Movements in working capital:		
(Increase)/decrease in debtors	(51,578)	209,618
Increase/(decrease) in creditors	37,927	(20,357)
(Decrease) in deferred income	(39,417)	(158,333)
Cash generated from operations	<u>236,426</u>	<u>64,990</u>
22 Analysis of changes in net funds		
The charity had no debt during the year.		