

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 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 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></u>	<u></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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