



## DAYBREAK OXFORD

Report and Unaudited Financial Statements  
Year ended: 31 March 2024

Charity no: 1113182  
Company no: 5641765

## REFERENCE AND ADMINISTRATIVE INFORMATION

<b>Registered Company Name:</b>	Daybreak Oxford
<b>Charity Number:</b>	1113182
<b>Company Number:</b>	5641765
<b>Registered Office:</b>	The Clockhouse Long Ground Greater Leys Oxford OX4 7FX
<b>Trustees/Directors:</b>	C Grand-Scrutton (Chair) S Hewett-Avison (Resigned 5 April 2023) (Vice-Chair) P Gregory (Treasurer) J Atherton (Vice-Chair) J Fenton (Resigned 7 March 2024) S Skyte (Resigned 22 January 2024) M Tovey (Resigned 22 January 2024) (Secretary)
<b>Chief Executive Officer:</b>	Lee Gray
<b>Bankers:</b>	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill Kent ME19 4JQ
<b>Accountants:</b>	Wenn Townsend 30 St Giles' Oxford OX1 3LE
<b>Bookkeeper:</b>	Samuel Ijaopo (started 1 November 2022)
<b>Legal Advisers:</b>	Tessa Hennessy Solicitor 27 Hugh Allen Crescent, Marston Oxford OX3 0HL
<b>Contact Information:</b>	
<b>Office:</b>	The Clockhouse Long Ground Greater Leys Oxford OX4 7FX
<b>Telephone:</b>	01865 776744
<b>Email:</b>	<a href="mailto:admin@daybreak-oxford.org.uk">admin@daybreak-oxford.org.uk</a>
<b>Website:</b>	<a href="https://daybreak-oxford.org.uk">https://daybreak-oxford.org.uk</a>

The Trustees/Directors are pleased to present their report together with the financial statements of the company for the year ended 31 March 2024.

Legal and administrative information set out in this document forms part of this Report. The financial statements comply with current statutory requirements, the Trust Deed and applicable law, and Statement of Recommended Practice: Accounting and Reporting by Charities 2019.

## **Objects**

Our charity objectives are to support persons living with dementia and their carers by the provision of relief through day Centre services. We offer day Centres where adults with dementia can enjoy a safe, caring and stimulating environment with activities suited to their needs. The service is also a respite for carers, who can enjoy other activities knowing their family member is well looked after by trained and experienced staff.

## **Governance**

### ***Governing Document***

Daybreak Oxford was registered as a company on 1 December 2005 and became a registered charity on 7 March 2006. It commenced operating as a charity 1 April 2006 with the transfer to Daybreak Oxford with the assets and liabilities of the Inter Agency Day Care Group Oxford.

### ***Appointment of Trustees***

The Trustees/Directors of the charity are appointed according to the rules detailed in the Memorandum and Articles of Association of Daybreak Oxford.

Where possible Trustees are given a specific portfolio of responsibility within the charity depending on their skills and experience. Trustee engaged in regular communications with staff which enables them to gain an understanding of operations to support well-informed board decision making.

### ***Governance Structure***

Daybreak Oxford is a company limited by guarantee through which it delivers its charitable purposes. All employees of Daybreak Oxford are employed directly by the charity. Our three dementia clubs are Rosewood, Limes and Lilacs.

During the year, the charity was governed by a Board of Trustees. The trustees have a great deal of experience, including in the charity sector, management, operations, finance, marketing, public relations and the care sector.

**Cliff Grand-Scrutton**, Chair: Cliff has worked extensively in various parts of the healthcare sector and owns and operates care homes in Surrey, Berkshire and Devon and is also a director of local care associations and national social care organisations.

**Simon Hewett-Avison**, Vice Chair: Simon has spent the last 11 years in the charity sector and is CEO of a homeless charity in Oxfordshire

**Phil Gregory** is a financial controller and is the Honorary Treasurer.

**Jonathan Atherton**, Vice Chair (partial year): has extensive operations experience.

**Julia Fenton** has more than 20 years of experience in publishing, sales and marketing.

**Stuart Skyte** is a public relations and communications consultant and former economist.

**Mary Tovey** Honorary Secretary

Additional community members were in the process of joining the board at the close of the fiscal year, including Sir Christopher Ball, who joined the board immediately following the close of the fiscal year. Among Sir Christopher Ball's long list of accomplishments includes the Warden of Keble College, the Chancellor of the University of Derby, an esteemed educator and a sought-after fundraiser.

**Lee Gray** is the Chief Executive Officer with more than 20 years of charity leadership experience.

## **Governance Meetings**

The Trustees/Directors meet more than once every quarter. The Board's additional meetings throughout the year are designed to address the increased care needed for our vulnerable population and oversight of the general running of the charity. Specifically, the meetings considered strategic questions in order to develop a robust three year strategic plan.

In terms of financial guidance, the charity was supported by Samuel Ijaopo, an independent bookkeeper, and Jane Bull and Andrew Rodzynski at Wenn Townsend Chartered Accountants with regards to the year-end accounts and related queries.

The Trustees have referred to Charity Commission guidance on public benefit when delivering the work of the charity and discharging their duties as Trustees.

### **Data Protection Act 2018 and Fundraising Code of Practice**

Daybreak has produced a Data Protection Policy and revised procedures to recognise the provisions of the Data Protection Act 2018, and to incorporate the recommendations of the Fundraising Code of Practice. The systems are reviewed, revised, and updated regularly in order to be fully compliant.

### **Activities throughout the year**

Daybreak Oxford has been running day Centres for people living with dementia in Oxfordshire for 30 years. We pride ourselves on supporting the most vulnerable members of the community. Daybreak has always protected vulnerable members from accident, injury, illness, as well as the Covid-19 pandemic. This is a core principle that continues to this day.

#### Clubs to Centres

During this year the trustees determined the clubs should be referred to as Centres going forward. This represented the growing person-Centred engagement of staff during the day. The three Daybreak Centres listed below are located throughout Oxfordshire to meet the greatest areas of need.

- Lilacs, managed by Caroline Morris for the 10<sup>th</sup> year, is located in Kidlington. Centre members come from Kidlington, Yarnton, Cumnor, Eynsham, Woodstock, and Botley.
- Limes, managed by Jitka Fort for over 6 years, is situated in North Oxford. Members come from a wide area, including Oxford city, Summertown, Cumnor, Botley, Abingdon, and Wallingford. In May 2023 Ms Fort resigned and Lisa Collier, Limes deputy manager, stepped in as acting manager until October 2023 when Dawn Williams was appointed the new manager of Limes.
- Rosewood, managed by Rachel Clark, is situated in Greater Leys. Members come from a wide catchment area, including Blackbird Leys, Rose Hill, Headington, Marston, Wheatley, Thame, Barton, East Oxford, and Cowley.

Year after year, our members have benefited from the stimulating and therapeutic activities we provide. These undertakings are central in providing support, as they are integral to improving the emotional and physical well-being of our members. These undertakings include a variety of socially interactive and cognitively stimulating therapies including music, art, singing, and movement. These regular therapies make a visible difference for the members. Singing and music are especially popular (94% strongly agree with the phrase "I enjoy the activities").

We found that singing, playing instruments, and dancing to music are the most beneficial activities. Staff members note, *"Everyone loves the music. It doesn't matter if they are tired, hot, in a wheelchair, or unable to speak - they dance. Music always makes them smile"*. Each staff member actively engages with our members during these sessions. It is the individualised work which supports personal improvements.

Social interaction is especially important for those with dementia. Research has found isolation can threaten people's mental and physical health. As some of our members live alone, members have a focus on social interaction while at our Centres, including during lunch.

A hot lunch is critical for our members, who struggle to make regular balanced meals, and rely on Daybreak for their main hot healthy meal of the day. The popularity of lunch is evident from our annual survey. In 2023, 97% of respondents agreed that the food was good. With comments like *"I have a wonderful time here. The staff treat me with the utmost respect and I love all the puddings."*

### **Daybreak's 2023-2024 Strategy and Impact**

Across the UK inflationary pressures were affecting all charities with falling income and rising operating costs. In fact, the Charity Commission reported that more than 5,000 charities closed their doors in one year alone. Daybreak's Board of Trustees determined the operational strategy over 2023-2024 fiscal year was to demonstrate stability.

We did this by focusing in five key areas: 1) Centre attendance, 2) communication 3) staffing 4) sustainable income, and 5) board governance.

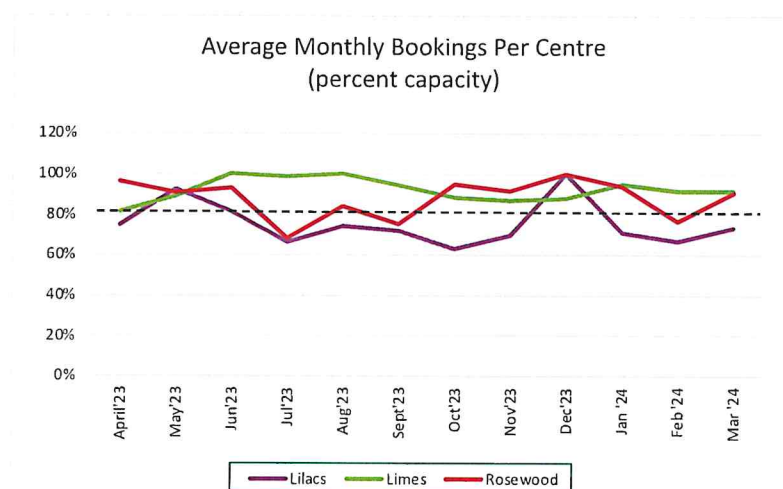
## 1) Centre Attendance

Participation was stable throughout the year. Attendance stabilised to pre-Covid levels, averaging over 80% capacity at all three Centres (Diagram: Average Monthly Bookings Per Centre). This is an improvement over the previous years and is due in part to a consistent pipeline of new member recruitment throughout the year, with an average of 7 new members each month. This offsets the natural loss of members due to health-related issues.

It was evident throughout the year that Lilacs Centre needed additional support. Therefore it was decided that our highly successful community bus programme would grow and support the Lilacs Centre. We believe adding transport in the next year will support Lilacs to exceed 80% bookings.

The pipeline of new members was developed through new and strengthening partnerships with social prescribers and Dementia Oxfordshire. Therefore, it is safe to assume that the attendance numbers are stable and are likely to improve in the next year.

Daybreak Centres are open for a total of eleven days each week and can accommodate 8,000 attendees throughout the year. In the 2023-2024 fiscal year, we supported 7040 attendees or 88% of capacity. This is an improvement over the previous years.



## 2) Communication

Open and transparent communication fosters an environment with information flowing freely. This creates trust among the stakeholders. Throughout the year Daybreak set out several initiatives to stabilize communications to improve staff engagement, internal and external communications, and beneficiary involvement.

We did this by increasing communication in six ways.

1. **Expanded weekly internal news.** A weekly internal newsletter is distributed every Friday. This document is written by Centre managers and is shared with all staff and trustees. It contains updates for each area of Daybreak. Weekly highlights are now shared on social media.
2. **Launched a Centre newsletter.** A weekly newsletter was launched for the Limes Centre to share information, updates, activities, and answer carer questions.
3. **Launched a bi-monthly external newsletter.** This updates the wider community with general information and inspirational stories.
4. **Managers present at quarterly board meetings.** Speaking at board meetings is an important professional development opportunity for the managers. It also supports a culture of open communication, allowing all voices to be heard.
5. **Ad hoc carer forums.** Daybreak's trustees and CEO along with Centre managers have held open Carer forums. The purpose was to listen to concerns and share information.
6. **Collecting feedback:** Each year Daybreak conducts a survey of our members, clients, and staff in order to gain an understanding of what is going well or what is not going as well. In 2023, we enlisted

an external facilitator in an effort to collect unbiased results. We received overwhelmingly positive responses:

#### Carer Feedback

*"I recognised the moment I walked in, how skilled everyone was. The staff are remarkable. There is a real art to what they do. They bring the best out of people. Everything about the experience was positive."*

*"The staff's interaction with my husband had a positive effect on us both, especially for him. It is without a doubt a wonderful place. I cannot speak highly enough about the staff. I would recommend Daybreak to anyone. It is the most positive place I've ever seen."*

*"Daybreak has provided exemplary day care and respite for the family. Mum always enjoys going. She loves to see people, to laugh, to sing, to dance, and join in with all activities. This has proven a fantastic support for all of us and our dearly loved Mum and Grandmother and Wife. Daybreak is a class act, and we cannot recommend it or praise the wonderful staff enough."*

*"When I first came into Daybreak, it felt like a massive hug...the empathy in the group is immense. Daybreak has proved that mum can do more. They encouraged her independence – through Daybreak I found a different mum. She is a new lady and so am I."*

*"Daybreak has instilled positivity in our lives and had a wonderful impact on my husband's overall well-being and mine too. The staff feels like part of the family."*

#### Staff Feedback

*"Working for Daybreak makes me feel so proud. The working environment is fair, happy, and my team has helped me to grow as a manager and as a person."*

*"I like how we've all come together to work as a team helping each other when needed. I look forward to seeing how we grow in the next year."*

*"I am very proud to be a member of the Daybreak team. As a new member I have been supported by everyone. I mean everyone. This is the best job I have ever had."*

*"It feels like Daybreak has been refreshed. The additions and changes have made a huge improvement making it a great place to work."*

*"I'm proud to say that we have a strong team that supports each other and the clients with their needs. I'm very happy to work in an atmosphere of fun and joy, I have been able to learn and grow as a person. I can say that it makes my life happier every day."*

*"I'm thankful for this sustained improvement. Managers are excellent, very positive and conscientious, really listening to staff and clients and considering their needs, communicating well without conflict."*

#### Member feedback

*"This is my lifeline where I can talk to people my own age. It's the only chance I get to meet other people - life is very lonely otherwise."*

*"It is like a second home. I have friends and the staff is very kind to me."*

*"I have a wonderful time, the staff treat me with respect"*

### 3) Staffing

Throughout the year, Daybreak set out several initiatives to stabilize employee retention and improve staff engagement.

We did this in three areas: 1) focus on diversity, 2) employee retention / turnover reduction, and 3) emphasis on training.

1. **Focus on Diversity:** Diversity brings together a wide array of distinct experiences, skills, perspectives, and insights, which has supported our beneficiaries and improved Daybreak's overall staff performance. Daybreak has a commitment to diversity, equity, and inclusion. Over the last 12 months, Daybreak's staff's ethnic and racial diversity has increased by 20%. This was achieved by implementing a standardised hiring process with a diversity and inclusion hiring strategy. Daybreak's growing diverse team is highly qualified and top talent, with several staff holding graduate degrees in areas such as social work and studies in dementia. We acknowledge there is more work to do.
2. **Employee Retention/Turnover:** Employee retention can create a sense of stability in both employees and beneficiaries. It's critical in any organisation but more so in one focused on dementia, where care worker consistency is paramount. Recent research found UK charities are all experiencing high labour turnover, pointing to the low rates of pay in the voluntary sector during a time of high inflation. To combat this, at the end of the fiscal year, the trustees voted to be an Oxford Living Wage employer. We hope this will support retention in the future.

Daybreak has faced challenges with retention, as well. This included a loss of key employees (Jitka Fort-Limes Manager and Lisa Collier-Limes Deputy Manager), which caused instability at our Limes Centre. We were fortunate to hire Dawn Williams as Limes Manager and Silvana Rodriguez as Limes Deputy Manager. Dawn comes to Limes with decades of management experience with vulnerable populations, working with Oxfordshire's largest charities. Her knowledge was evident, earning a Dementia Level 2 certification, in half the time. Silvana added diversity and years of dementia and management expertise, as well as other unique skills. For example, Silvana speaks several languages, and she can communicate to beneficiaries whose primary language is not English. We hope they remain for years to come.

3. **Emphasis on training:** By nurturing a culture of learning (cross-training, retraining, upskilling) within Daybreak's talented employees, we are focusing on more than succession planning - we are creating a more stable organisation. Cross-training and job rotation are initiatives that expose employees to different Centres within Daybreak. In this way, talented and diverse staff expand their skill sets, support open shifts with permanent staff instead of temporary workers, and prepare themselves for promotions. By instituting regular formal and informal trainings to support to employees' upskilling, we have seen staff confidence increase, performance improve and productivity increase. Additionally, we have found it increases job satisfaction, and reduces costs and risks.

### 4) Income generation

Daybreak continues to receive diverse income, reducing risk and creating long-term financial stability. The ongoing giving from donors year after year is also signal of Daybreak's stability, in-demand service, and exceptional stewardship.

We would like to thank our amazing volunteer fundraisers, most notably, Sir Christopher Ball, whose expertise, inspiration, and strategic advice were the reason this year was successful.

We are incredibly appreciative of all those who supported Daybreak for the running of our clubs and have made a difference to people living well with dementia in Oxfordshire. We welcomed new donors such as Childwick Trust and Headley Trust, and celebrated the return of our beloved long-time donors, including Oxfordshire County Council, the Art Society of Oxford, MacFarlane Foundation, PF Charitable Trust, and Dorothy Holmes Trust and others.

Daybreak Oxford is funded by grants from charitable trusts and foundations, community fundraising, legacy giving, donations from individuals and corporate partnerships, and club membership fees. Our total income in 2023-24 was £427,884 (2022-23: £319,564).

The main expenditure is staff costs in support of our member services. Other costs include Centre rent, meals, and office running costs, including the community bus. The total spent in 2023-24 was £430,264 (2022-23: £446,433). We did see changes in our expense over the year. Ongoing Covid impact has resulted in members attending at a later stage of dementia. This requires staff with more capability. and Therefore, new hires were required to have higher qualifications, than previous staff and regular staff trainings began. Additionally, Limes expanded to an additional day, and Rosewood increased their capacity.

## **5) Board governance**

The trustees ensured Daybreak's aims were carried out and delivered effectively and sustainably. They did this in three ways 1) regular reviews and analysis of the reserves and risks 2) planned meetings for the organisation's oversight, and 3) uphold trustee responsibilities.

1. **Regular reviews and analysis** of the reserves and risks: Daybreak Oxford's reserves policy is to hold six months' worth of expenditure. This is in line with the Charity Commission's best practice. This is felt to be sufficient to cover cashflow, fluctuations due to unexpected loss of income or unexpected increases in costs, all to ensure the continuity of our Centre activities in service of Daybreak's mission. The reserve was reviewed quarterly by Trustees considering future plans of the charity, the certainty of future funding streams, and all other key risks identified during review of the charity Risk Register. The reserve target is currently met (£188,000). The reserved net based on £128,000 of free reserves held plus an additional £60,000 of restricted reserves that has been restricted for this purpose.

In addition, funds *may* be designated to respond to programme or strategic opportunities. For this purpose, the trustees of Daybreak may designate funds for future commitments. It is our policy to identify these separately from general reserve funds.

The Trustees examine the major risks that the charity faces on a regular basis and for each financial year when preparing and updating the Annual Report. The charity has developed systems to monitor and control these risks to mitigate any impact that they might have on the charity in the future. This is done through careful forecasting, cost control, and regular assessment of ongoing expenses.

2. **Planned meetings:** The board works closely with the executive team to maximise impact in the lives of the people that they serve at regular board meetings. The trustees focused on practical ways in which the charity can enhance their strategic capability and overall direction. For example, Centre managers make quarterly presentations to the trustees on their status, key performance indicators, Centre strategies, and future initiatives.

The Annual General Meeting (AGM) is an opportunity for members, staff, and the general public to meet with the trustees and hear their report on the charity, review of the accounts, and other administrative business. This year's AGM took place in January. The entire staff was present. Presentations from family members were especially significant, for example:

*"When mum got diagnosed with dementia and had to move in with me. It was like my life was taken away. I had to leave my job and my world Centred around her. When I came into Daybreak, it felt like a massive hug. Daybreak has proved that mum can do more. They encouraged her independence – through Daybreak I found a different mum. She is a new lady and so am I"*

3. **Trustee responsibilities:** This year several trustees choose to step down for a variety of reasons. In general, they stated 'their circumstances changed in a way which made them unable to continue in their role'. By stepping down they made room for new trustees to start in the next fiscal year. This will bring renewed enthusiasm, connections, passions, and needed skills to the board. This change is critical to keep the charity sustainable. An up-to-date list of trustees is available on the Charity Commission website.

## **Statement of Trustees' responsibilities**

The board is responsible for preparing the Trustees' report and the financial statements in line with applicable law and regulations. Specifically, company law requires the Trustees to prepare financial



statements each fiscal year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing those financial statements, the Trustees are required to select suitable accounting policies and apply them consistently, i.e. making judgements and estimates that are reasonable and prudent; and preparing the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue to do business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy the financial position of the charity at any time 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 taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **Information disclosure to examiners**

As far as the Trustees are aware at the time this report is approved, there is no relevant information of which the company's examiners are unaware. The Trustees have taken all relevant steps to make themselves aware of any relevant information and to establish that the company's examiners are aware of that information.

This report has been prepared in accordance with the small companies' regime under the Companies Act 2006.

This report was approved by the Trustees on 27 August 2024 and signed on their behalf by:



**Cliff Grand-Scrutton**  
**Chair of Trustees Daybreak Oxford**

## Daybreak Oxford

### Independent Examiner's Report to the Trustees of Daybreak Oxford

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet and notes 1 to 15.

#### Responsibilities and basis of report

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act').

In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

#### Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention giving me cause to believe that, in any material respect:

1. accounting records were not kept in accordance with section 386 of the 2006 Act; or
2. the accounts do not accord with those accounting records; or
3. the accounts comply with the accounting requirements of section 396 of the 2006 Act and other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

A C Rodzynski FCA  
Partner  
Wenn Townsend  
Chartered Accountants  
Oxford

..... 6/9/2024

**Statement of Financial Activities**  
(Including income and expenditure account)  
for the year ended 31 March 2024

	Note	Unrestricted funds	Restricted funds	Total 2023/24	Unrestricted funds Restated	Restricted funds Restated	Total 2022/23
<b>Income</b>							
<b>Income from generated funds</b>							
Interest received		2,349	-	2,349	1,118	-	1,118
Income from donations (including gift aid)		12,100	-	12,100	13,365	-	13,365
Income from events		1,600	-	1,600	24,733	-	24,733
Grant income		5,400	191,851	197,251	1,500	84,842	86,342
<b>Income from charitable activities</b>							
Clubs	5	213,249	-	213,249	194,006	-	194,006
<b>Total income</b>		<u>£ 234,698</u>	<u>£ 191,851</u>	<u>£ 426,549</u>	<u>£ 234,722</u>	<u>£ 84,842</u>	<u>£ 319,564</u>
<b>Expenditure</b>							
<b>Charitable activities</b>							
Clubs	6	366,228	54,233	420,461	324,591	81,981	406,572
Governance costs	7	2,300	-	2,300	2,210	-	2,210
<b>Raising funds</b>							
Fundraising costs		7,238	-	7,238	37,651	-	37,651
<b>Total expenditure</b>		<u>£ 375,766</u>	<u>£ 54,233</u>	<u>£ 429,999</u>	<u>£ 360,340</u>	<u>£ 81,981</u>	<u>£ 446,433</u>
<b>Net movement in funds</b>		<u>(141,068)</u>	<u>137,618</u>	<u>(3,450)</u>	<u>(129,730)</u>	<u>2,861</u>	<u>(126,869)</u>
Transfers between funds		8,100	(8,100)	-	-	-	-
<b>Movement in funds following transfers</b>		<u>(132,968)</u>	<u>129,518</u>	<u>(3,450)</u>	<u>(129,730)</u>	<u>2,861</u>	<u>(126,869)</u>
<b>Total funds at 1 April 2023</b>		<u>276,743</u>	<u>7,646</u>	<u>284,389</u>	<u>406,473</u>	<u>4,785</u>	<u>411,258</u>
<b>Total funds at 31 March 2024</b>		<u>£ 143,775</u>	<u>£ 137,164</u>	<u>£ 280,939</u>	<u>£ 276,743</u>	<u>£ 7,646</u>	<u>£ 284,389</u>

(Company number: 5641765)

**Balance Sheet**  
**As at 31 March 2024**

	Note	2024	2023
<b>Fixed assets</b>	8		
Computer and other equipment		7,827	2,205
<b>Current assets</b>			
Debtors	9	20,949	25,723
Bank and cash balances	10	284,918	278,187
		<u>305,867</u>	<u>303,910</u>
<b>Current liabilities</b>			
Creditors due within one year	11	(32,755)	(21,726)
		<u>273,112</u>	<u>282,184</u>
<b>Net current assets</b>			
		<u>280,939</u>	<u>284,389</u>
<b>Total assets less current liabilities</b>			
		<u>£ 280,939</u>	<u>£ 284,389</u>
<b>Funds</b>			
Unrestricted funds		143,775	276,743
Restricted funds	12	137,164	7,646
		<u>£ 280,939</u>	<u>£ 284,389</u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

- i) For the year ended 31 March 2024 the charity was entitled to the exemption under Section 477 of the Companies Act 2006;
- ii) No notice from members requiring an audit, has been deposited under section 476 of the Companies Act 2006; and
- iii) The trustees acknowledge their responsibilities for:
  - a) ensuring the company keeps accounting records which comply with Section 386 and
  - b) preparing the accounts which give a true and fair view of the state of affairs of the company as at the end of the financial period and of its surplus or deficit for the financial period, in accordance with the requirements of Section 393, and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

Approved by the Trustees on 27 August 2024 and signed on its behalf by:-



.....  
**Trustee**  
**Cliff Grand-Scrutton**

**Notes to the Accounts  
for the year ended 31 March 2024**

**1 Basis of preparation**

The financial statements have been prepared in accordance with the Companies Act 2006, the Charities Act 2011, 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) issued October 2019 (Charity SORP FRS 102) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Daybreak Oxford meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

**Preparation of accounts on a going concern basis**

The trustees consider the charity a going concern. Multi-year grant funding is in place over the next 18-24 months, and we have access to reserves if needed to manage risks.

**Depreciation**

Depreciation is provided on a straight line basis at 10% on cost for leasehold improvements and at 33% on cost for all other assets which reflects their anticipated useful lives and residual value.

**Stock**

Stock is valued at the lower of cost and net realisable value.

**Operating leases**

Rentals applicable to operating leases, where substantially all the benefits and risks of ownership remain with the lessor, are charged against surpluses as incurred.

**Pension contributions**

The Charity has complied with auto enrolment and also has access to a stakeholder scheme for its employees.

**Funds**

Unrestricted funds consist of a general fund, which the trustees may use for the furtherance of the objects of the charity at their discretion. Restricted funds are subject to specific conditions imposed by the donor, these conditions being legally binding on the trustees.

**Income**

Income is included when receivable. Where income has conditions attached to it, that income is recognised when receipt is probable, entitlement and the amount can be measured with sufficient reliability. Income (including grants receivable) is deferred where conditions exist on entitlement such as a specified future time period.

**Expenditure**

Expenditure is recognised in the period in which it is incurred and includes attributable VAT which cannot be recovered. Expenditure is recognised when a legal or constructive obligation arises, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Costs of generating funds are those costs incurred in attracting voluntary income. Governance costs are those costs incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

**Volunteers**

The value of services provided by volunteers has not been included.

**Notes to the Accounts (continued)**  
**for the year ended 31 March 2024**

**2 Net surplus for the year**

	<b>2024</b>	<b>2023</b>
Is after charging:-		
Depreciation of tangible fixed assets	£1,532	£ 3,101
	<u>£1,532</u>	<u>£ 3,101</u>

**3 Employees and trustees**

The average number of employees during the year was 12 (2023: 11). No employee received remuneration in excess of £60,000 pa. The trustees did not receive any remuneration for their services. Expenses reimbursed to trustees during the year amounted to £nil (2023: £262).

Staff costs during the year were:-	<b>2024</b>	<b>2023</b>
Salaries and wages	293,030	303,968
Social security costs	12,917	15,896
Pension costs	3,899	4,878
	<u>£ 309,846</u>	<u>£ 324,742</u>

Trustees' indemnity insurance of £360 (2023: £340) was paid during the year.

The total remuneration of key management personnel during the year was £58,321 (2023: £45,685). The key management of the charity are considered to be the director and the operations manager.

**4 Grants**

**2024**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total 2023/24</b>
Macfarlane Family Foundations	-	15,000	15,000
Headley Music Trust	-	2,500	2,500
OCF Growing Rosewood	-	9,809	9,809
OCF Oxon Common Foundation 2024	-	18,042	18,042
Science Together Project Oxford University	-	2,000	2,000
The Childwick Trust	-	8,000	8,000
The Art Soc Ox	-	1,500	1,500
OCC Bus Grant	-	135,000	135,000
PF Charitable Trust	2,000	-	2,000
Schuster Charitable Trust	1,000	-	1,000
Oxford Freemasons	400	-	400
Dorothy Holmes Trust	1,500	-	1,500
Helianthus Trust	500	-	500
	<u>£ 5,400</u>	<u>£ 191,851</u>	<u>£ 197,251</u>

**Notes to the Accounts (Continued)**  
for the year ended 31 March 2024

**4 Grants (continued)**

**2023**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
			<b>2022/23</b>
COMF	-	5,350	5,350
Critchley Charitable Trust	1,000	-	1,000
Inman Charitable Trust	-	7,000	7,000
McLay Dementia Trust	-	10,000	10,000
OCF Sir George Earle Trust	-	2,522	2,522
Mr & Mrs Pye Charitable Settlement Fund	-	5,000	5,000
National Lottery Fund	-	30,000	30,000
Oxfordshire County Council Sustainability Fund	-	24,000	24,000
St Swithun's Lodge	500	-	500
2022 The Arts Soc Ox	-	470	470
Bartlett Taylor	-	500	500
	<u>£ 1,500</u>	<u>£ 84,842</u>	<u>£ 86,342</u>

**5 Club income**

	<b>2023/24</b>	<b>2022/23</b>
Member fees (including meals)	165,831	165,410
Member transport	47,018	28,406
Other	400	195
	<u>£ 213,249</u>	<u>£ 194,006</u>

**Notes to the Accounts (Continued)**  
**for the year ended 31 March 2024**

**6 Club expenses - 2024**

	Unrestricted	Restricted	Total 2023/24
Member costs			
Food	5,541	10,729	16,270
Members transport	29,956	3,933	33,866
Club Activity costs	-	9,105	9,105
Club cleaning	1,386	-	1,386
	<hr/> 36,883	<hr/> 23,767	<hr/> 60,650
Salaries / NI / Pension	282,448	27,398	309,846
HR advice/legal fees	4,414	1,400	5,814
Insurance	4,362	-	4,362
Training and recruitment	2,911	-	2,911
Rent and rates	20,853	270	21,123
Stationery, postage, telephone & computer	5,165	501	5,698
Depreciation	667	1,810	2,477
Sundry	81	-	81
Bank charges	311	-	311
Accountancy	14,426	-	14,426
	<hr/> 373,466	<hr/> 54,233	<hr/> 427,699

**Club expenses - 2023**

	Unrestricted	Restricted	Total 2022/23
Member costs			
Food	8,718	5,326	14,044
Members transport	13,597	8,618	22,215
Club Activity costs	9,810	2,098	11,908
Club cleaning	2,798	-	2,798
	<hr/> 34,923	<hr/> 16,042	<hr/> 50,965
Salaries / NI / Pension	227,302	60,819	288,121
Team welfare	1,032	-	1,032
HR advice/legal fees	6,761	-	6,761
Insurance	3,563	-	3,563
Training and recruitment	5,609	-	5,609
Rent and rates	13,368	3,453	16,821
Stationery, postage, telephone & computer	7,547	641	8,188
Depreciation	2,236	865	3,101
Sundry	1,617	161	1,778
Repairs and renewals	8	-	8
Bank charges	94	-	94
Bad debts	7,123	-	7,123
Accountancy	13,408	-	13,408
	<hr/> 324,591	<hr/> 81,981	<hr/> 406,572



**Notes to the Accounts (Continued)**  
**for the year ended 31 March 2024**

**7 Governance costs**

	Unrestricted	Restricted	Total 2023/24	Total 2022/23
Independent examiner's fee	2,300	-	2,300	2,210
	<u>£ 2,300</u>	<u>-</u>	<u>£ 2,300</u>	<u>£ 2,210</u>

**8 Fixed assets**

	Improvements to property (leasehold)	Computer and other equipment	Total
<b>Cost</b>			
At 1 April 2023	12,612	16,881	29,493
Additions	-	8,100	8,100
	<u>12,612</u>	<u>24,981</u>	<u>37,593</u>
At 31 March 2024	<u>12,612</u>	<u>24,981</u>	<u>37,593</u>
<b>Depreciation</b>			
At 1 April 2023	12,612	14,677	27,289
Charge for the year	-	2,477	2,477
	<u>12,612</u>	<u>17,154</u>	<u>29,766</u>
At 31 March 2024	<u>12,612</u>	<u>17,154</u>	<u>29,766</u>
<b>Net book value</b>			
At 31 March 2024	<u>-</u>	<u>7,827</u>	<u>7,827</u>
At 31 March 2023	<u>-</u>	<u>2,205</u>	<u>2,205</u>

The improvements to property referred to above relate to Lilacs Day Centre, Kidlington owned by Cherwell District Council.

**9 Debtors**

	2024	2023
Member fees	15,197	22,514
Prepayments	5,752	3,209
	<u>£ 20,949</u>	<u>£ 25,723</u>

**Notes to the Accounts (Continued)**  
**for the year ended 31 March 2024**

**10 Bank and cash balances**

	<b>2024</b>	<b>2023</b>
CAF Cash account	99,571	6,483
CAF Gold account	122,380	110,430
Cooperative Bank	372	161
CAF Shawbrook account	62,595	161,113
	<u>£ 284,918</u>	<u>£ 278,187</u>

**11 Creditors – due within one year**

	<b>2024</b>	<b>2023</b>
Taxes	3,990	5,004
Other creditors	655	885
Accruals	18,656	7,604
Trade creditors	9,454	8,233
	<u>£ 32,755</u>	<u>£ 21,726</u>

**12 Restricted Funds - 2024**

	<b>Balance at 1st April 2023</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31st March 2024</b>
Marfarlane Family Foundation	-	15,000	-	(8,100)	6,900
Headley Music Trust	-	2,500	-		2,500
Inman Charitable Trust	5,746	-	(5,746)		-
OCF Growing Rosewood	-	9,809	(9,809)		-
OCF Oxon Common Fund 2024	-	18,042	(18,042)		-
Science Together Project Oxford 2024	-	2,000	(2,000)		-
Mr & Mrs J A Pye's Charitable Settlement	1,400	-	(1,400)		-
The Childwick Trust	-	8,000	(8,000)		-
Bartlett Taylor Trust	500	-	(500)		-
The Arts Soc Ox	-	1,500	(1,500)		-
OCC Bus Grant	-	135,000	(7,236)		127,764
	<u>£ 7,646</u>	<u>£ 191,851</u>	<u>£ (62,333)</u>	<u>£ (8,100)</u>	<u>£ 137,164</u>

Restricted funds are represented by cash at bank and in hand.

The transfer to general fund represents the utilisation of part of the Marfarlane Family Foundation grant for the purchase of a member transport vehicle.

The restrictions placed on the above grants relate to member transport in the cases of Marfarlane Family Foundation and OCC Bus Grant, and music therapy in the case of the Headley Music Trust.

## Daybreak Oxford

### Notes to the Accounts (continued) for the year ended 31 March 2024

12	Restricted Funds - 2023	(Restated) Balance at 1st April 2022	Income	Expenditure	Balance at 31st March 2023
	COMF	-	5,350	(5,350)	-
	Francis Winham Foundation (PPE and cleaning)	(39)	-	39	-
	Inman Charitable Trust	-	7,000	(1,254)	5,746
	McLay Dementia Trust / Rathbones	-	10,000	(10,000)	-
	National Lottery Fund	5,294	-	(5,294)	-
	National Lottery Uplift Grant	-	30,000	(30,000)	-
	2023 OCC Sustainability	-	24,000	(24,000)	-
	Mr & Mrs J A Pye's Charitable Settlement	-	5,000	(3,600)	1,400
	OCF Sir George Earle Trust		2,522	(2,522)	-
	Bartlett Taylor Trust	-	500	-	500
	2022 The Arts Soc Ox	(470)	470	-	-
		<u>£ 4,785</u>	<u>£ 84,842</u>	<u>£ (81,981)</u>	<u>£ 7,646</u>

Restricted funds are represented by cash at bank and in hand.

### 13 Taxation

The charitable company is exempt from corporation tax on its charitable activities.

### 14 Legal status

The charity is also a company limited by guarantee and has no share capital. The liability of each member in the event of a winding up is limited to £1.

### 15 Related party transactions

There were no related party transactions to disclose for the current or preceding year.