

Charity Registration No. 1090616

Company Registration No. 04139974 (England and Wales)

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

ELMORE COMMUNITY SERVICES

LEGAL AND ADMINISTRATIVE INFORMATION

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

ELMORE COMMUNITY SERVICES

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ELMORE COMMUNITY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

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

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

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

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

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

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

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

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

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

Achievements and performance

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

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

ELMORE COMMUNITY SERVICES

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

FOR THE YEAR ENDED 31 MARCH 2021

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

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

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

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

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

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

Financial review

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

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

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

Plans for the future

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

ELMORE COMMUNITY SERVICES

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

FOR THE YEAR ENDED 31 MARCH 2021

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

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

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

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

Structure, governance and management

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

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

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

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

ELMORE COMMUNITY SERVICES

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

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

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

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

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

Statement of trustees' responsibilities

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

Auditor

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

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

Mr J Lyons-Wainwright

Trustee

Dated: 22 November 2021

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Opinion

We have audited the financial statements of Elmore Community Services (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

ELMORE COMMUNITY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF ELMORE COMMUNITY SERVICES

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

ELMORE COMMUNITY SERVICES

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

Use of our report

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

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

13 December 2021

Chartered Certified Accountants
Statutory Auditor

264 Banbury Road
Oxford
OX2 7DY

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

ELMORE COMMUNITY SERVICES

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

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

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

All income and expenditure derive from continuing activities.

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

ELMORE COMMUNITY SERVICES

BALANCE SHEET

AS AT 31 MARCH 2021

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

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

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

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

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

Mr J Lyons-Wainwright
Trustee

Company Registration No. 04139974

ELMORE COMMUNITY SERVICES

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

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

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

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

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

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

1.5 Expenditure

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

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

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (Continued)

1.6 Tangible fixed assets

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

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

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

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Fixed asset investments

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

1.8 Impairment of fixed assets

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

1.9 Cash and cash equivalents

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

1.10 Financial instruments

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

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

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

Basic financial assets

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

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

2 Critical accounting estimates and judgements

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

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

3 Donations and legacies

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

ELMORE COMMUNITY SERVICES

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

4 Investments

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

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

5 Charitable activities

	Support	Research	Total	Support	Research	Total
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Performance related grants	1,309,325	8,000	1,317,325	819,501	20,000	839,501
Analysis by fund						
Unrestricted funds - general	749,182	4,000	753,182	645,586	-	645,586
Restricted funds	560,143	4,000	564,143	173,915	20,000	193,915
	1,309,325	8,000	1,317,325	819,501	20,000	839,501

Performance related grants

Oxford City Council - Modern day slavery research	-	4,000	4,000	-	20,000	20,000
Oxford City Council - Tenancy sustainment	35,630	-	35,630	35,630	-	35,630
Oxfordshire County Council - New Beginnings	100,000	-	100,000	100,000	-	100,000
Oxfordshire Mental Health Partnership	547,988	-	547,988	468,025	-	468,025
Oxfordshire Clinical Commissioning Group	200,000	-	200,000	200,000	-	200,000
Oxfordshire Mind - Primary Care Mental Health Project	32,553	-	32,553	34,385	-	34,385
Oxon Community Foundation OHM - Discovery Project	-	-	-	5,266	-	5,266
Oxfordshire County Council - FSP DA	238,542	-	238,542	-	-	-
St Michaels and All Saints	-	-	-	10,000	-	10,000
Other	154,612	4,000	158,612	(33,805)	-	(33,805)
	1,309,325	8,000	1,317,325	819,501	20,000	839,501

ELMORE COMMUNITY SERVICES

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

6 Raising funds

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

7 Charitable activities

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

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

8 Support costs

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

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

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

9 Trustees

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

10 Employees

The average monthly number of employees during the year was:

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

Employment costs

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

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

11 Net gains/(losses) on investments

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

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

12 Tangible fixed assets

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

13 Fixed asset investments

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

ELMORE COMMUNITY SERVICES

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

14 Debtors

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

15 Creditors: amounts falling due within one year

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

16 Deferred income

	2021	2020
	£	£
Other deferred income	10,583	50,000

17 Operating lease commitments

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

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

ELMORE COMMUNITY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

18 Restricted funds

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

	Movement in funds			Balance at 31 March 2021 £
	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	
Oxford City Council - Modern day slavery grant research	-	4,000	(4,000)	-
Oxford City Council - Tenancy sustainment	-	35,630	(35,630)	-
Oxford City Council - New Beginnings	-	100,000	(100,000)	-
Oxfordshire Mind - Primary Care Mental Health Project	-	32,553	(32,553)	-
Oxfordshire County Council - FSP DA	-	238,542	(139,742)	98,800
Oxfordshire Mind - FSP MH	-	82,025	(78,980)	3,045
Police and Crime Commission	-	37,018	(33,068)	3,950
OUH NHS Foundation Trust - HIU Project	-	24,750	(24,750)	-
Thames Valley Police & Crime Commissioner	-	5,300	(5,300)	-
The Clotheworkers' Foundation	-	1,825	(1,825)	-
Cameron Grant	-	2,500	-	2,500
	-	564,143	(455,848)	108,295

19 Analysis of net assets between funds

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

20 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

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

ELMORE COMMUNITY SERVICES

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

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