

Elmore
Community
Services



Elmore

Annual Report

April 2009 – March 2010

www.elmorecommunityservices.org.uk

The year at Elmore

Elmore has continued to develop innovative new projects and consolidate its services, and maintains an excellent reputation. In November our ASB service was a finalist in the Social Landlords Crime and Nuisance Awards for exemplary practice in resolving ASB incidents and delivering measurable results.

The Prison Team had its first full year of operation. This service is aimed at supporting three vulnerable groups: young offenders, female offenders and persistent repeat offenders (the so-called 'revolving door' group). The Centre for Mental Health has chosen to evaluate this project and a report is due out shortly. We have jointly presented this work at two conferences as the work feels very timely in the light of the Bradley Review.

The ASB Team received an additional two years' funding in November to enable us to focus on young people causing ASB and those at risk of losing their tenancies as a result of their behaviour. Additionally we will involve the clients of this service in discussion with those responsible for addressing ASB both locally and nationally.

In April we implemented a new Parents Team. This service is aimed at people aged 16 – 25 with complex needs, who are either pregnant or have a child under the age of two. In addition to providing one-to-one support this service has worked in partnership with the Complex Needs Service to plan for the introduction of group work.

In June a new project called 'No Place Like Home' was started. The project trains people with experience of homelessness to deliver workshops in schools warning children of the dangers of leaving home. This project has received incredibly positive feedback from those who took part, the children and teachers alike.

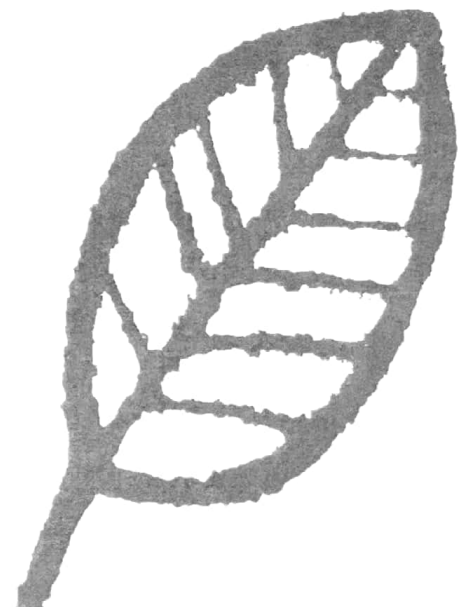
Elmore continues to look forward and actively seek new work. In the coming year we will begin work with Pilotlight, an organisation that supports ambitious, innovative charities to maximise their full potential through strong business planning.

All this achievement is due to the hard work and commitment of the staff, the Board and Elmore's many partners and supporters.



Mike Simm
Chair

“ Elmore has continued to develop innovative new projects and consolidate its services, and maintains an excellent reputation. ”



Facts and figures: Elmore Team

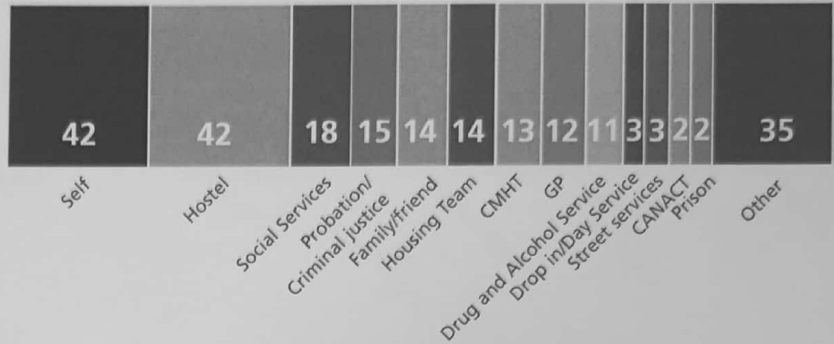
154
clients

(158 in 2008/2009)

226
referrals

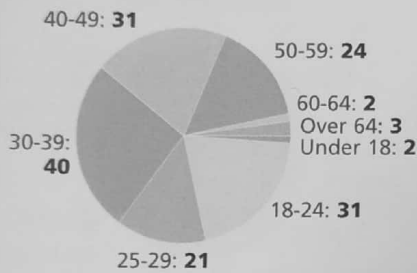
(235 in 2008/2009)

Source of referral (of 226 referrals)



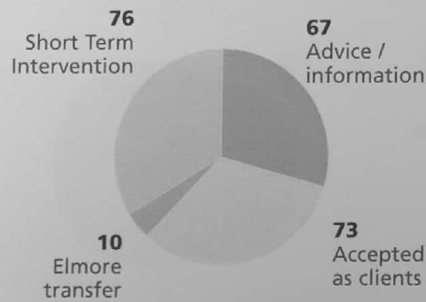
Age range of clients

(of 154 clients)



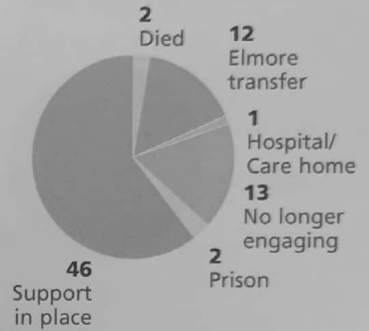
Outcome of referrals

(of 226 referrals)



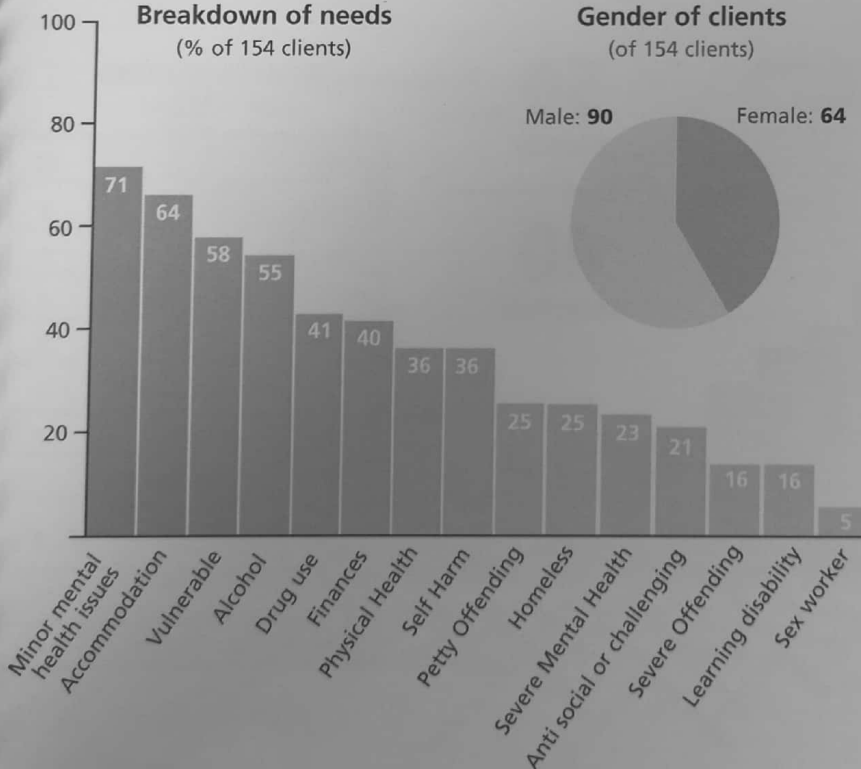
Reason case closed

(of 76 case closures)



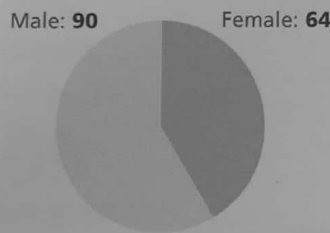
Breakdown of needs

(% of 154 clients)



Gender of clients

(of 154 clients)



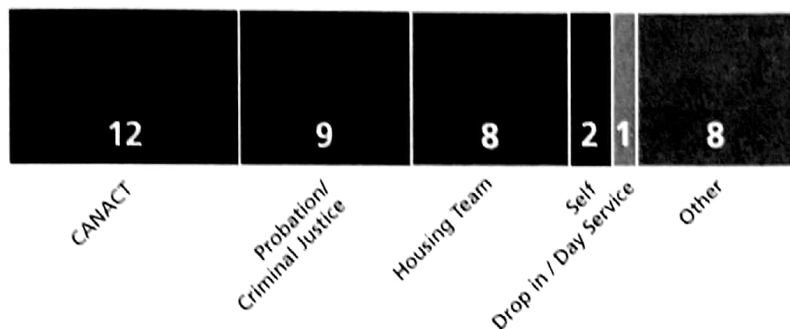
Ethnicity of clients

(of 154 clients)

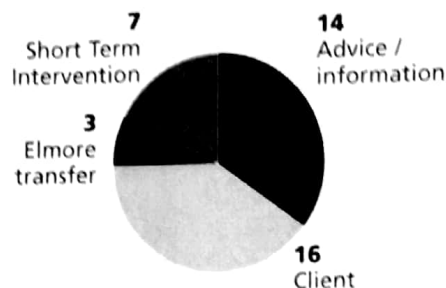
British	118
Irish	7
African	4
Other Asian Background	4
White and Black Caribbean	2
Other Black background	2
Other White background	2
Bangladeshi	1
Caribbean	1
Gypsy/Romany	1
Indian	1
White and Asian	1
Traveller of Irish Heritage	1
Do not know	9

Facts and figures: Elmore ASB Team

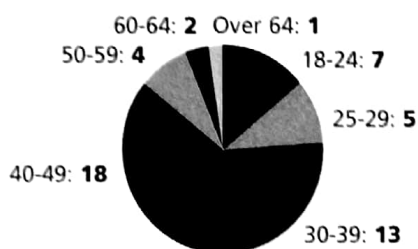
Source of referral (of 40 referrals)



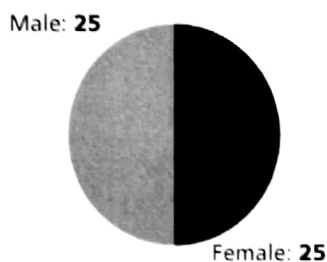
Outcome of referrals



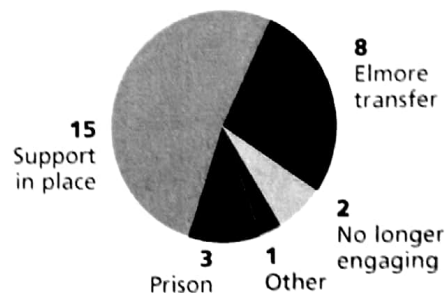
Age range of clients
(for open cases)



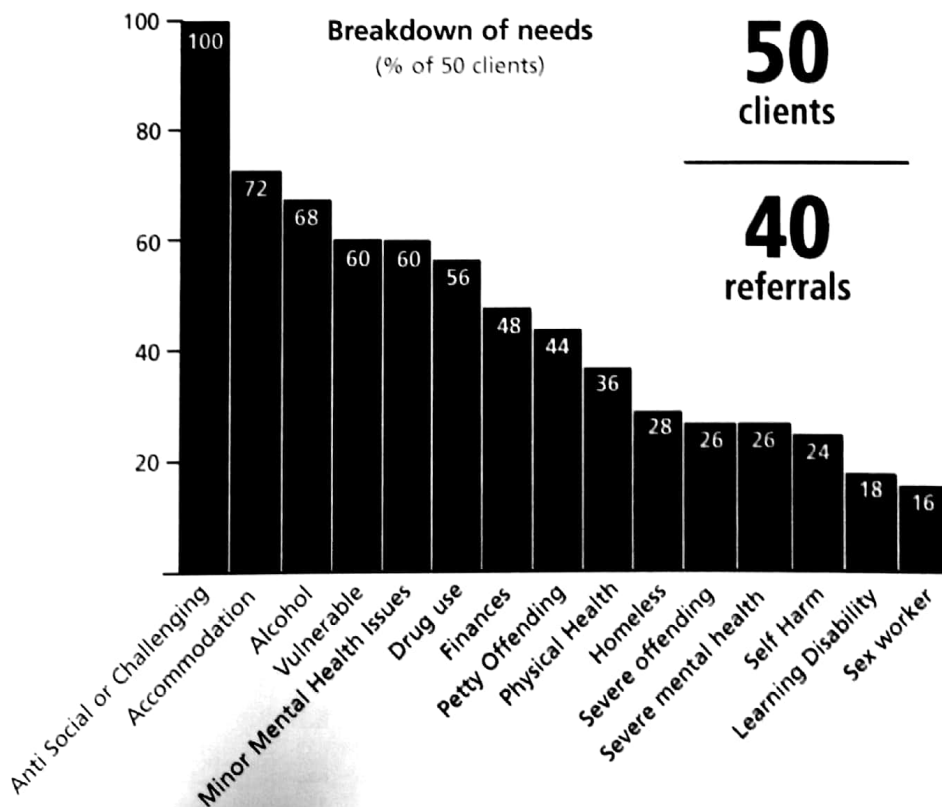
Gender of clients
(open cases)



Reason case closed
(of 29 case closures)



Breakdown of needs
(% of 50 clients)



50
clients

40
referrals

Ethnicity of clients
(of 50 clients)

British	33
Caribbean	3
Other Black background	3
White and Black Caribbean	1
African	1
Traveller of Irish Heritage	1
White and Asian	1
Other Asian Background	1
Any other White background	1
Irish	1
Do not know	4

Facts and figures: Elmore Prison Team

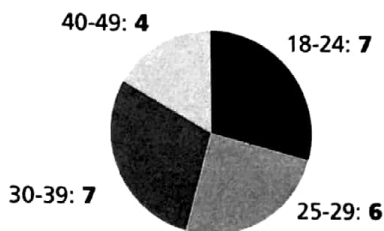
24
clients

46
referrals

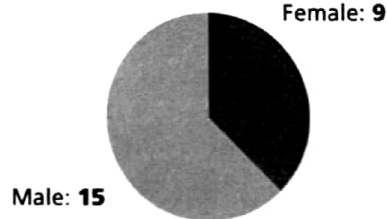
Source of referral (of 46 referrals)



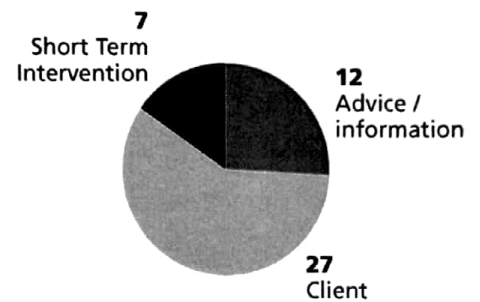
Age range of clients
(for open cases)



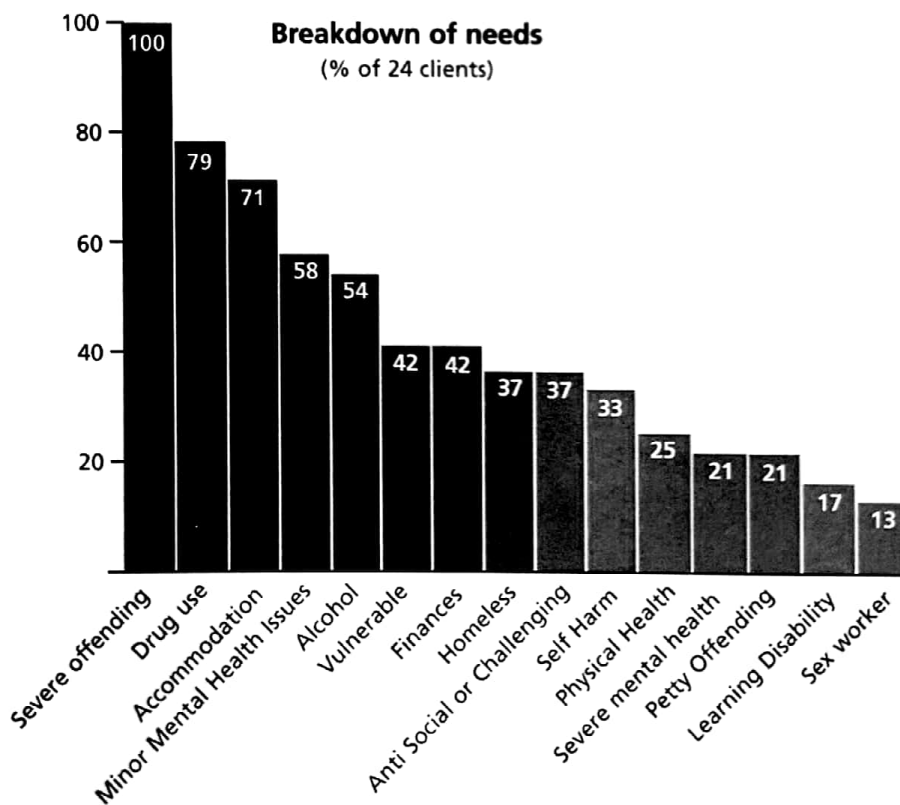
Gender of clients
(open cases)



Outcome of referrals



Breakdown of needs
(% of 24 clients)



Ethnicity of clients
(of 24 clients)

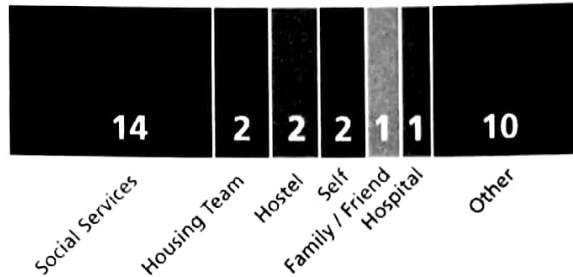
British	22
White and Black African	1
Any other ethnic	1

Facts and figures: Elmore Parenthood Team

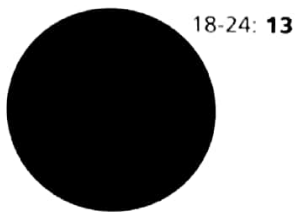
13
clients

32
referrals

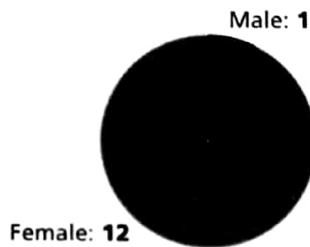
Source of referral (of 32 referrals)



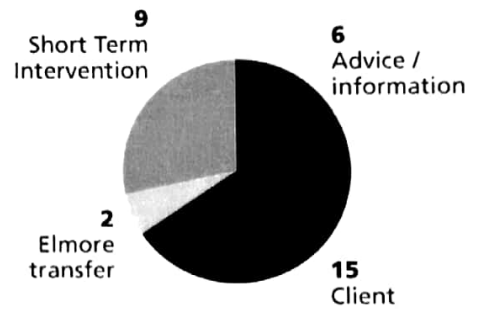
Age range of clients
(for open cases)



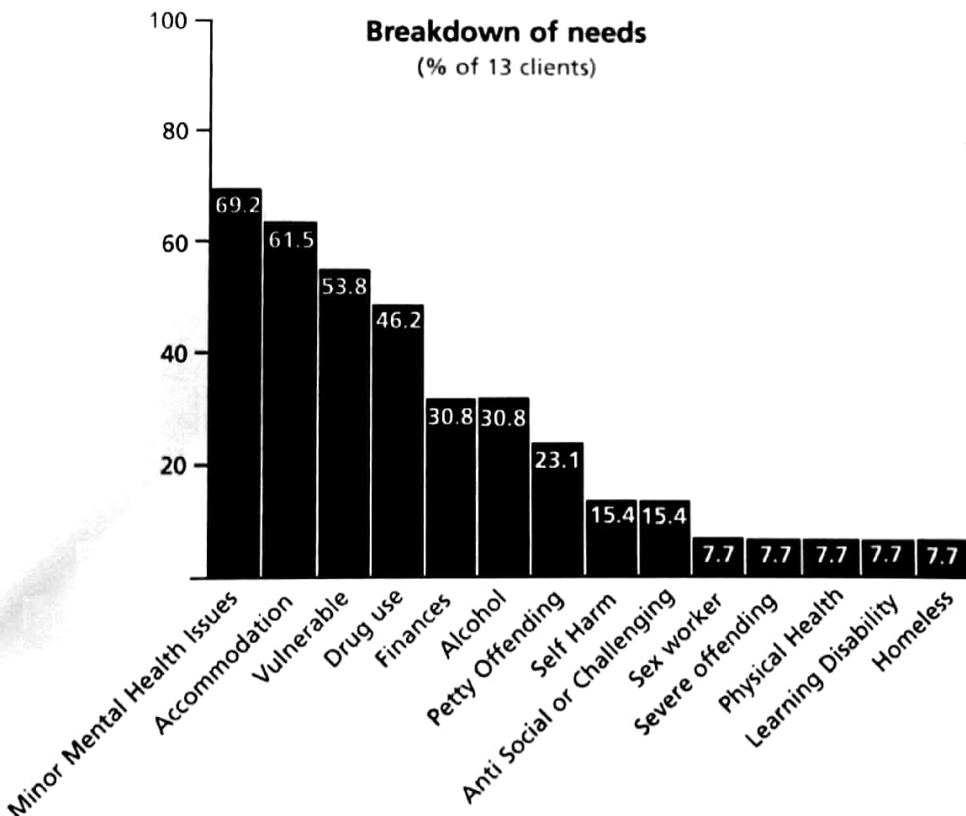
Gender of clients
(open cases)



Outcome of referrals



Breakdown of needs
(% of 13 clients)



Ethnicity of clients
(of 13 clients)

British	9
Other white background	1
White and Black Caribbean	1
Do not know	2

COMPANY NUMBER: 04139974

**ELMORE COMMUNITY SERVICES
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2010**

Charity No. 1090616

ELMORE COMMUNITY SERVICES
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2010
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ELMORE COMMUNITY SERVICES
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2010

Registered Name: Elmore Community Services

Company Number: 4139974

Registered Charity Number: 1090616

Registered Office and
Operational Address: Bullingdon House
174b Cowley Road
Oxford
OX4 1UE

Company Secretary: Miss K L Cocker

Board of Trustees: Mr M Hammond
Ms T M Lea
Dr S Pearce
Ms C E Rowntree
Mr M R Wigglesworth
Dr G M Cohen
Ms C H Ashley
Mr M Simm (Chair) (joined October 2009)
Mr P Goodman (joined October 2009)
Mr P Howlett (Treasurer) (joined January 2010, deceased March 2010)

Bankers: Barclays Bank Plc
Oxford

Auditors: Critchleys LLP
Chartered Accountants
Greyfriars Court
Paradise Square
Oxford
OX1 1BE

ELMORE COMMUNITY SERVICES
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2010 (continued)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution and organisation

Elmore Community Services is a charitable company registered in England (number 04139974) that is limited by guarantee and governed by its Memorandum and Articles of Association.

The company was incorporated on 11 January 2001 and registered as a charity on 15 February 2002 (number 1090616).

Recruitment and appointment of directors

The Board of Trustees seeks to ensure that the needs of the client group and the organisation are appropriately reflected through the diversity of its members. In an effort to maintain this broad skill mix trustees are required to carry out an informal skills assessment. In the event of particular skills being lost due to retirement or if new identified skills are required, individuals are approached to offer themselves for election by the Board of Trustees. On occasions selective advertising is used. Appointments of Trustees are made in accordance with the Articles of Association including receipt and approval of an application for membership.

Organisational structure

Overall responsibility for Elmore Community Services rests with the Board of Trustees who are also appointed as Directors of the charitable company. The Board of Trustees meet formally four times a year. Authority from the Trustees is delegated to a Director, who is also the company secretary, and is responsible for the day to day running of the charitable company. The Director is supported operationally by three team leaders. The team leaders co-ordinate the multiple needs workers who undertake the direct charitable activities.

Risk assessment

As Trustees of Elmore Community Services we recognise and accept our responsibility for ensuring that risks to which the charity is exposed are reviewed and steps taken to mitigate potential damage by use of appropriate preventative controls and corrective actions. A risk management strategy has been implemented which comprises:

- an annual review of the risks which the charity may face;
- the establishment of systems and procedures to mitigate those risks identified;
- the implementation of procedures designed to minimise any potential impact on the charity should any of those risks materialise.

Public benefit

In considering the charity's objectives and planning its activities, the Trustees have considered the Charity Commission guidance on public benefit. Details of how the charity has carried out its aims for the public benefit are set out in the sections below.

OBJECTIVES AND ACTIVITIES

The charity's objectives are to identify individuals with multiple needs, on the margins of existing services, and to engage those individuals to assess their needs and provide practical and emotional support to enable them to have equal access to basic rights enjoyed by society.

ELMORE COMMUNITY SERVICES
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2010 (continued)

ACHIEVEMENTS AND PERFORMANCE

During this period, the Elmore Team received 226 referrals. In total the service worked with 154 people as clients who all received a support package which included a combination of practical help, emotional support, advocacy, outreach and signposting to other agencies.

During this period the Anti Social Behaviour Team received 40 referrals. In total the service worked with 50 people all of whom received a support package which addressed their anti social behaviour. An independent evaluation of the service was carried out in November 2009 following the first two years of the project. In November 2009 the ASB service came second in the Social Landlords Crime and Nuisance Group awards for the reduction of ASB.

During this period the new Prisoners' Support Team was fully implemented. In total the Prison Team received 46 referrals and worked with 24 people. The team provide support to prisoners with complex needs due to be released to Oxford city. Support is provided both pre- and post-release.

In April 2009 a new Parenthood Team was introduced. This new project has been funded by the Big Lottery, the Raine Foundation and the Henry Smith Charity. The project works with young parents with complex needs. In total the team received 32 referrals and worked with 13 people. Three new staff members were recruited to run the project.

FINANCIAL REVIEW

Reserves policy

Definition

'Reserves' are the resources the charity has, or can make available to spend for any or all of the charity's purposes once it has met its commitments and covered its other planned expenditure. Reserves are to be spent at the Board of Directors' discretion in furtherance of any of the charity's objectives.

Purpose

There is a level of instability with funding for Elmore Community Services as most is via grants that only guarantee funding for one year at a time, and expire on the same date in the year. Future funding could be further compromised should discussions around joint tendering come to fruition.

Elmore Community Services needs to secure viability beyond the immediate future. Reserves allow the organisation to absorb setbacks such as a decline or interruption of sources of income. Reserves also allow the organisation to take advantage of change and opportunity.

Elmore Community Services works with vulnerable people and needs to ensure continuity in its provision of a service. The service provided is an integral and essential part of the lives of beneficiaries, and to have to withdraw or cut back service provision with little or no notice could cause real hardship.

ELMORE COMMUNITY SERVICES
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2010 (continued)

FINANCIAL REVIEW (continued)

Procedure

The level of reserves the charity needs

The Board of Directors has reviewed the charity's need for reserves in line with the guidance issued by the Charity Commission.

The level of reserves should be within a range such that the maximum is equivalent to one year's total core statutory funding and the minimum is equivalent to the total value of our two most high risk sources of funding.

The charity believes the reserves should be to this level to ensure that the charity can run efficiently and meet the needs of its beneficiaries.

The monitoring of the reserves

The day to day monitoring of this policy will be the responsibility of the Director of Elmore Community Services, who will be expected to bring any issues to the immediate attention of the Board. The Board of Directors will review the reserves levels on an annual basis as part of the budget planning for the following year. They will be informed by:

- the forecasts for levels of income in future years, taking into account the reliability of each source of income and the prospects for opening up new sources;
- the forecasts for expenditure in the future years on the basis of planned activity;
- the analysis of any future needs, opportunities, consequences or risks the effects of which are not likely to be able to be met out of income if and when they arise;
- the assessment on the best evidence reasonably available of the likelihood of each of these needs arising and the potential consequences for the charity of not being able to meet them.

The total overall surplus for the year of £74,243 (2009: £73,488) has been added to the total funds, which at the balance sheet date stood at £484,243 (2009: £410,000).

Investment policy

Monies surplus to operational working capital requirements are invested in line with our investment policy, the objective of which is to maximise returns whilst ensuring that as far as possible funds are adequately safeguarded.

ELMORE COMMUNITY SERVICES
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2010 (continued)

PLANS FOR THE FUTURE

Our objectives (2009 – 2012)

- To continue to manage and develop our current services providing quality support for people who would otherwise fall through gaps in service provision.
- To be recognised as an organisation regularly carrying out evaluations and research, with a reputation both regionally and nationally, aiming to influence policy and service delivery in the future.
- To work creatively in partnership with our users.
- To continue to search out gaps in service provision and create innovative solutions, whilst also responding to any opportunities that present themselves through new funding.
- To develop as a robust and highly visible organisation, with sufficient income to meet expenditure and funding streams in place from a wide variety of sources.
- To provide a working environment that enables us to attract and retain high calibre staff.

DIRECTORS

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

Mr M Hammond
Ms T M Lea
Dr S Pearce
Ms C E Rowntree
Mr M R Wigglesworth
Dr G M Cohen
Ms C H Ashley
Mr M Simm (Chair) (joined October 2009)
Mr P Goodman (joined October 2009)
Mr P Howlett (Treasurer) (joined January 2010, deceased March 2010)

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

ELMORE COMMUNITY SERVICES
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2010 (continued)

RESPONSIBILITIES OF THE DIRECTORS

Company law requires the Directors to prepare financial statements for each financial year, which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of their incoming resources and the application of resources, including income and expenditure, for the year then ended.

In preparing those financial statements the Directors should follow best practice and

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

The Directors are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities Act 1993.


The Directors are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, we the Trustees, as the company's directors, certify that:

- so far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

This report has been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (issued in March 2005) and in accordance with the special provisions of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees on 7th OCT 2010 and signed on their behalf by


Mike Simm
Chair

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
ELMORE COMMUNITY SERVICES**

We have audited the accounts of Elmore Community Services for the year ended 31 March 2010 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. These accounts have been prepared under the accounting policies set out therein and the Financial Reporting Standard for Smaller Entities (effective April 2008).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and its members as a body for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The responsibilities of the trustees (who are also the directors of the charitable company for the purposes of company law) for preparing the Trustees' report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the accounts give a true and fair view are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the accounts in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the accounts give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Companies Act 2006. We also report to you whether, in our opinion, the information given in the Trustees' report is consistent with those accounts.

In addition we report to you if, in our opinion, the charitable company has not kept adequate accounting records, if the charitable company's accounts are not in agreement with the accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosures of Trustees' remuneration specified by law are not made.

We read the Trustees' report, and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made by the Trustees in the preparation of the accounts, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the accounts.

Opinion

In our opinion:

- the accounts give a true and fair view, of the state of the charitable company's affairs as at 31 March 2010, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the accounts have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice for Smaller Entities;
- the accounts have been prepared in accordance with the Companies Act 2006; and
- the information given in the Trustees' report is consistent with the accounts.

Oxford

11/10/10



Robert Kirtland
Senior Statutory Auditor
For and on behalf of:
Critchleys LLP (Statutory Auditor)

ELMORE COMMUNITY SERVICES
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2010

	Notes	Restricted Funds 2010 £	Unrestricted Funds 2010 £	Total 2010 £	Total 2009 £
Incoming resources					
Incoming resources from generated funds					
Voluntary income:					
Donations	1	1,670	5,550	7,220	7,800
Incoming resources from charitable activities					
Grants	2	315,680	297,810	613,490	507,031
Investment income					
Interest receivable		-	376	376	10,436
Total incoming resources		<u>317,350</u>	<u>303,736</u>	<u>621,086</u>	<u>525,267</u>
Resources expended					
Costs of generating income	3	-	28,566	28,566	9,106
Charitable activities	4	250,775	245,310	496,085	418,756
Governance costs	5	-	22,192	22,192	23,917
Total resources expended		<u>250,775</u>	<u>296,068</u>	<u>546,843</u>	<u>451,779</u>
Net incoming resources before transfer		66,575	7,668	74,243	73,488
Transfers between funds	12	-	-	-	-
Net incoming resources for the year		<u>66,575</u>	<u>7,668</u>	<u>74,243</u>	<u>73,488</u>
Fund Balances at 1 April 2009		<u>103,243</u>	<u>306,757</u>	<u>410,000</u>	<u>336,512</u>
Fund Balances at 31 March 2010		<u>169,818</u>	<u>314,425</u>	<u>484,243</u>	<u>410,000</u>

All of the above results are derived from continuing activities. The statement of financial activities includes all gains and losses recognised in 2009 and 2010. The accompanying accounting policies and notes form an integral part of these financial statements.

ELMORE COMMUNITY SERVICES

BALANCE SHEET
AS AT 31 MARCH 2010

	Notes	2010	2009
Fixed assets	8	4,457	3,240
Current assets			
Debtors and prepayments	9	1,329	1,583
Cash in bank and in hand		<u>512,945</u>	<u>428,129</u>
		514,274	429,712
Current liabilities			
Creditors	10	<u>(34,488)</u>	<u>(22,952)</u>
Net current assets		<u>479,786</u>	<u>406,670</u>
Net assets	11	<u>484,243</u>	<u>410,000</u>
Funds			
Restricted funds		169,818	103,243
Unrestricted funds		<u>314,425</u>	<u>306,757</u>
Total funds	12	<u>484,243</u>	<u>410,000</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime under the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the board, authorised for issue on 7 Oct 2010 and signed on their behalf by

Trustee



MIKE SIMM

Trustee



MATTHEW WIGGLESWORTH

The accompanying accounting policies and notes form an integral part of these financial statements.

ELMORE COMMUNITY SERVICES
PRINCIPAL ACCOUNTING POLICIES
FOR THE YEAR ENDED 31 MARCH 2010

BASIS OF PREPARATION

The financial statements have been prepared under the historical cost convention and in accordance with Financial Reporting Standard for Smaller Entities (effective April 2008), the Companies Act 2006 and the recommendations of the Statement of Recommended Practice Accounting and Reporting by Charities (the SORP) issued in January 2005.

INCOMING RESOURCES**Donations**

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.

Grants receivable

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.

RESOURCES EXPENDED

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.

FUND ACCOUNTING

Restricted funds are to be used for specific purposes laid down by the donor. Expenditure for those purposes is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the charity.

FIXED ASSETS

Depreciation is provided on fixed assets in order to write-off each asset over its anticipated useful life. For both computer equipment and fixtures and fittings the rate of depreciation is 25% straight line.

TAXATION

As Elmore Community Services is a registered charity, its income and capital gains are generally exempt from tax if applied for charitable purposes.

CONTRIBUTIONS TO PENSION SCHEMES

The pension costs charged against profits represent the amount of the contributions payable to the scheme in respect of the accounting period.

ELMORE COMMUNITY SERVICES

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2010**

1 DONATIONS	Restricted 2010	Unrestricted 2010	Total 2010	Total 2009
Oxford Poverty Action Trust	-	2,000	2,000	2,000
St Michael's and All Saints Charities	-	3,000	3,000	3,000
Open University	-	-	-	2,800
Other	<u>1,670</u>	<u>550</u>	<u>2,220</u>	<u>-</u>
	<u>1,670</u>	<u>5,550</u>	<u>7,220</u>	<u>7,800</u>
2 GRANTS	Restricted 2010	Unrestricted 2010	Total 2010	Total 2009
Oxfordshire Primary Care Trust	10,000	124,516	134,516	130,720
Oxfordshire County Council:				
Learning Disability	-	3,908	3,908	3,870
Supporting People	-	84,476	84,476	81,298
Client Involvement	23,813	-	23,813	-
Oxford City Council:				
Housing	-	42,230	42,230	42,230
Rough Sleepers	-	39,278	39,278	38,713
Anti social behaviour	20,000	-	20,000	20,000
Thames Valley Probation Service	-	-	-	21,000
Student Placements and Training	-	3,402	3,402	4,200
Garfield Weston	-	-	-	25,000
Tudor Trust	50,000	-	50,000	70,000
Lloyds TSB Foundation for England and Wales	69,000	-	69,000	70,000
Pilgrims Trust	20,000	-	20,000	-
Lankelly Chase Foundation	15,000	-	15,000	-
Big Lottery	62,867	-	62,867	-
Henry Smith	35,000	-	35,000	-
Rayne Foundation	<u>10,000</u>	<u>-</u>	<u>10,000</u>	<u>-</u>
	<u>315,680</u>	<u>297,810</u>	<u>613,490</u>	<u>507,031</u>
3 COSTS OF GENERATING INCOME	Restricted 2010	Unrestricted 2010	Total 2010	Total 2009
Staff costs	<u>-</u>	<u>28,566</u>	<u>28,566</u>	<u>9,106</u>

ELMORE COMMUNITY SERVICES
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4 CHARITABLE ACTIVITIES	Restricted 2010	Unrestricted 2010	Total 2010	Total 2009
Provision of community services				
Client welfare support	3,082	328	3,410	4,788
Staff, consultancy and related costs	204,353	212,484	416,837	356,251
Office costs	41,839	30,984	72,823	52,809
Depreciation	1,501	1,514	3,015	4,908
	<u>250,775</u>	<u>245,310</u>	<u>496,085</u>	<u>418,756</u>
5 GOVERNANCE COSTS	Restricted 2010	Unrestricted 2010	Total 2010	Total 2009
Management and administrative support	-	11,427	11,427	13,714
Accounting and payroll services	-	4,345	4,345	4,508
Insurance	-	3,459	3,459	2,757
Audit, accountancy and professional fees	-	2,961	2,961	2,938
	<u>-</u>	<u>22,192</u>	<u>22,192</u>	<u>23,917</u>
6 ANALYSIS OF RESOURCES EXPENDED	Staff Costs	Other	Total 2010	Total 2009
Charitable activities	416,837	79,248	496,085	418,756
Governance costs	-	22,192	22,192	23,917
Costs of generating voluntary income	28,566	-	28,566	9,106
	<u>445,403</u>	<u>101,440</u>	<u>546,843</u>	<u>451,779</u>
			2010	2009
Total resources expended include:			£	£
Auditors remuneration			2,961	2,415
Pension costs			<u>17,907</u>	<u>22,388</u>

ELMORE COMMUNITY SERVICES
NOTES TO THE FINANCIAL STATEMENTS
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7 EMPLOYEES	Total 2010	Total 2009
Staff costs during the year were as follows:		
Salaries and wages	381,725	294,645
Social security costs	34,539	25,580
Pension costs	<u>17,907</u>	<u>22,388</u>
	<u>434,171</u>	<u>342,613</u>
 The average weekly number of full-time equivalent employees was:		
Director	0.8	1.0
Team leader	2.1	1.3
Multiple needs workers	10.1	8.2
Secretarial and admin support	1.6	1.2
User involvement co-ordinator	<u>0.2</u>	<u>0.1</u>
	<u>14.8</u>	<u>11.8</u>

No employee earned more than £60,000 per annum in the current or preceding period.

During the year one trustee was reimbursed £124 for expenses (2009: £Nil).

No trustee received any remuneration during the year (2009: £Nil).

8 FIXED ASSETS	Computer Equipment	Fixtures & Fittings	Total
Cost			
At 1 April 2009	14,598	5,819	20,417
Additions	<u>3,601</u>	<u>631</u>	<u>4,232</u>
At 31 March 2010	<u>18,199</u>	<u>6,450</u>	<u>24,649</u>
Depreciation			
At 1 April 2009	12,937	4,240	17,177
Charge for year	2,533	482	3,015
On disposals	<u>-</u>	<u>-</u>	<u>-</u>
At 31 March 2010	<u>15,470</u>	<u>4,722</u>	<u>20,192</u>
Net book value			
At 31 March 2010	<u>2,729</u>	<u>1,728</u>	<u>4,457</u>
At 31 March 2009	<u>1,661</u>	<u>1,579</u>	<u>3,240</u>