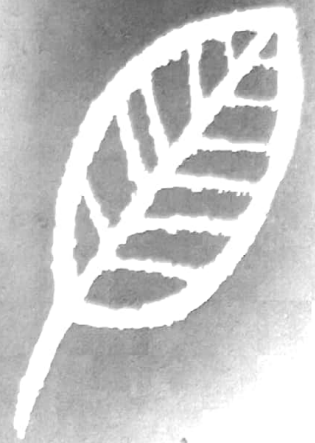


Elmore  
Community  
Services



# Elmore

## Annual Report

April 2010 – March 2011

[www.elmorecommunityservices.org.uk](http://www.elmorecommunityservices.org.uk)

# The year at Elmore

This year Elmore Community Services celebrated its 21st anniversary. Throughout this period it has maintained a commitment to excellence and innovation. It has been recognised both locally and, increasingly, nationally, for its persistence in working purposefully to change the lives of many of the most disadvantaged and excluded members of Oxford's population. This reputation has of course been built upon the hard work and continuing enthusiasm of its staff. It is of note that one member of staff, Angela Stannard, has been with Elmore throughout its entire existence.

During its lifetime there have been many changes which Elmore has had to adapt to, and at times anticipate. In the last two years, we have developed the Prison Team and a unique partnership with Oxfordshire County Council's Children, Young People and Families Directorate to work with young parents with complex needs. Both have proved successful but as always are dependent on short term grants. However the pace of change, and the whole funding landscape for the voluntary sector, have altered dramatically since the arrival of the Coalition government. Adapting to this has involved the Board making potentially far reaching decisions about Elmore's future direction.

The newly introduced tendering process ensured that we could no longer remain Oxford City based. In the event we tendered for, and were successful in, two pieces of work. The Complex Needs Team won the contract to deliver the service throughout the whole county, and in a major development to our work we have taken on responsibility for half of the countywide floating support service for Supported to Independent Living for adults with mental health problems. The staff group has thus expanded and all are learning to adapt to new ways of working, while remaining totally committed to what we see as the unique Elmore ethos.

Kate Cocker, who had been our Director for several years, moved on in March, and we were fortunate to appoint Lindsey Poole as Interim Director to oversee the beginnings of our new contracts.

We have always been proud of the reputation we have earned, which has at times been recognised in evaluations and invitations to participate in conferences, but this year we were awarded the prestigious Guardian Public Services Award for Complex Needs. For this and for our capacity to move forward into the exciting uncertainties of future years, my thanks go to the staff, the Board and our many partners, and of course our service users.



Mike Simm  
Chair

**“ Elmore has been recognised both locally and, increasingly, nationally, for its persistence in working purposefully to change the lives of the most disadvantaged and excluded members of Oxford's population. ”**



# Facts and figures: Elmore Complex Needs Team

**140**

clients

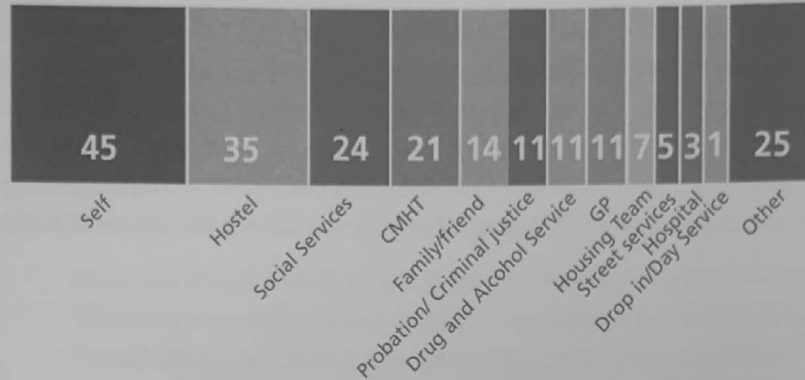
(154 in 2009/2010)

**213**

referrals

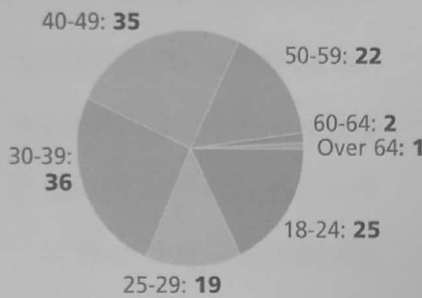
(226 in 2009/2010)

Source of referral (of 213 referrals)



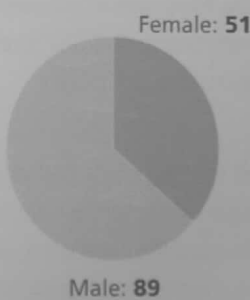
Age range of clients

(of 140 clients)



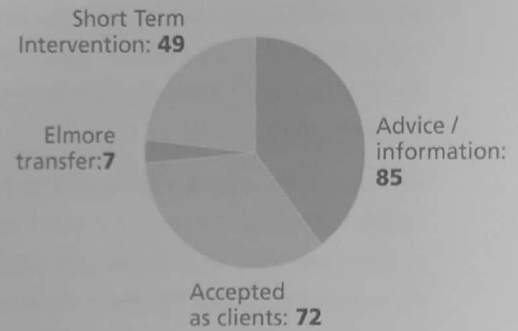
Gender of clients

(of 140 clients)



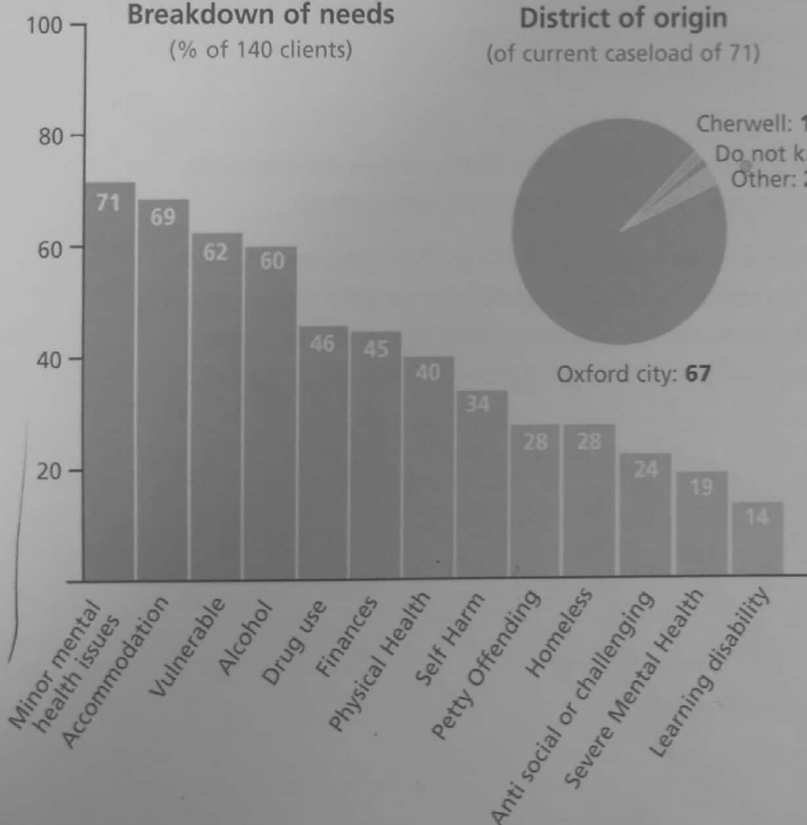
Outcome of referrals

(of 213 referrals)



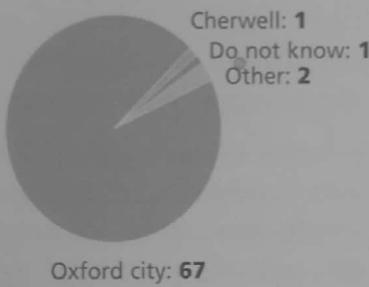
Breakdown of needs

(% of 140 clients)



District of origin

(of current caseload of 71)



Ethnicity of clients

(of 140 clients)

British	99
Irish	8
Caribbean	5
Other White background	5
African	4
Other Asian background	3
Gypsy/Romany	2
White and Black Caribbean	2
Other Black background	1
Indian	1
White and Asian	1
Traveller of Irish Heritage	1
Other ethnic background	1
Do not know / won't say	7



# Facts and figures: Elmore ASB Team

Source of referral (of 34 referrals)



**38**

clients

(50 in 2009/2010)

**34**

referrals

(40 in 2009/2010)

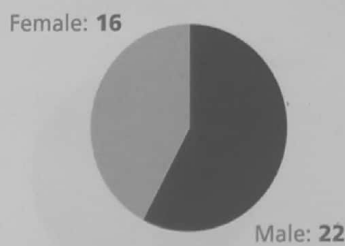
Age range of clients

(for open cases)

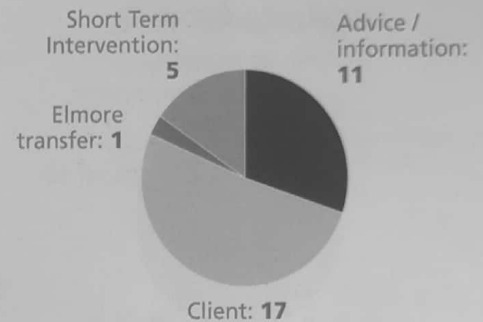


Gender of clients

(open cases)

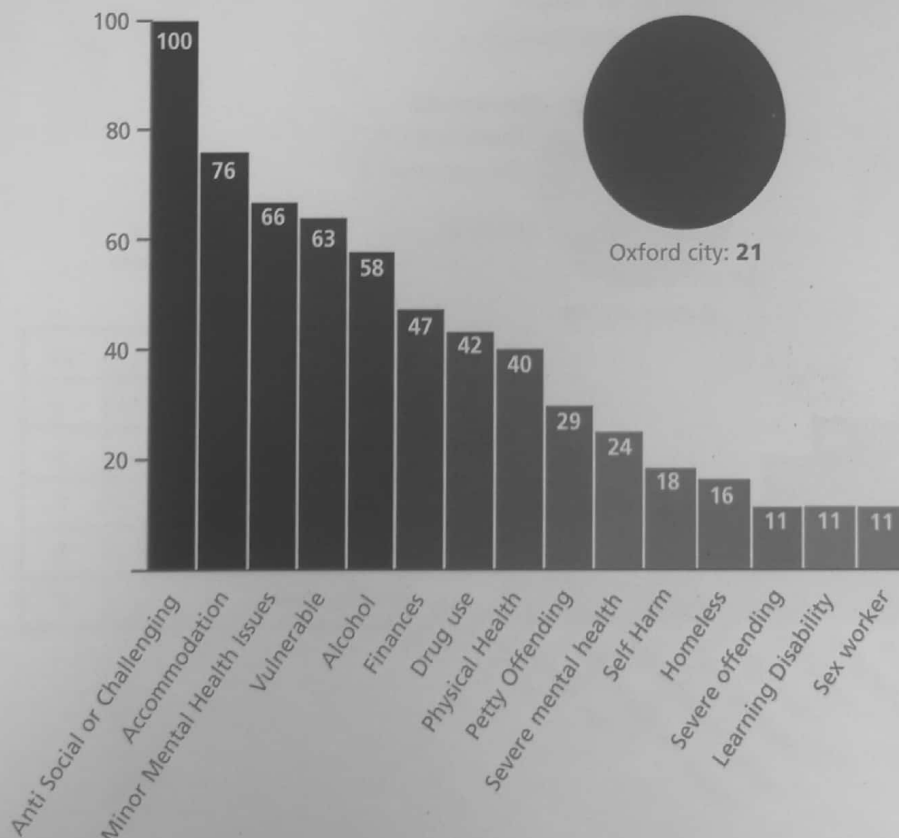


Outcome of referrals



Breakdown of needs

(% of 38 clients)



District of origin

(of current caseload of 21)



Ethnicity of clients

(of 38 clients)

British	24
Other Black background	3
Caribbean	1
White and Black Caribbean	1
African	1
Traveller of Irish Heritage	1
Other Asian Background	1
Irish	1
Do not know	5

# Facts and figures: Elmore Prison Team

**33**

clients

(24 in 2009/2010)

**37**

referrals

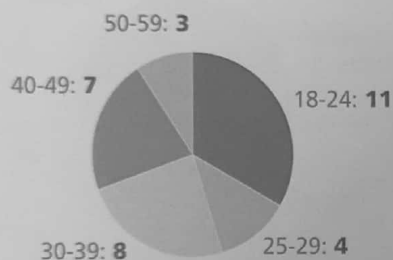
(46 in 2009/2010)

Source of referral (of 37 referrals)



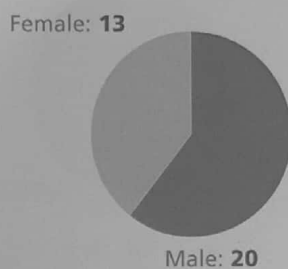
Age range of clients

(for open cases)

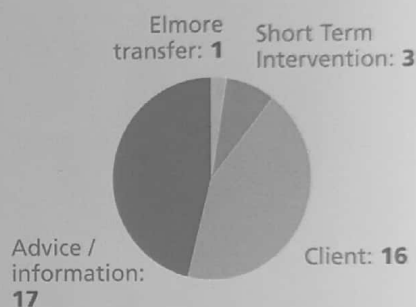


Gender of clients

(open cases)

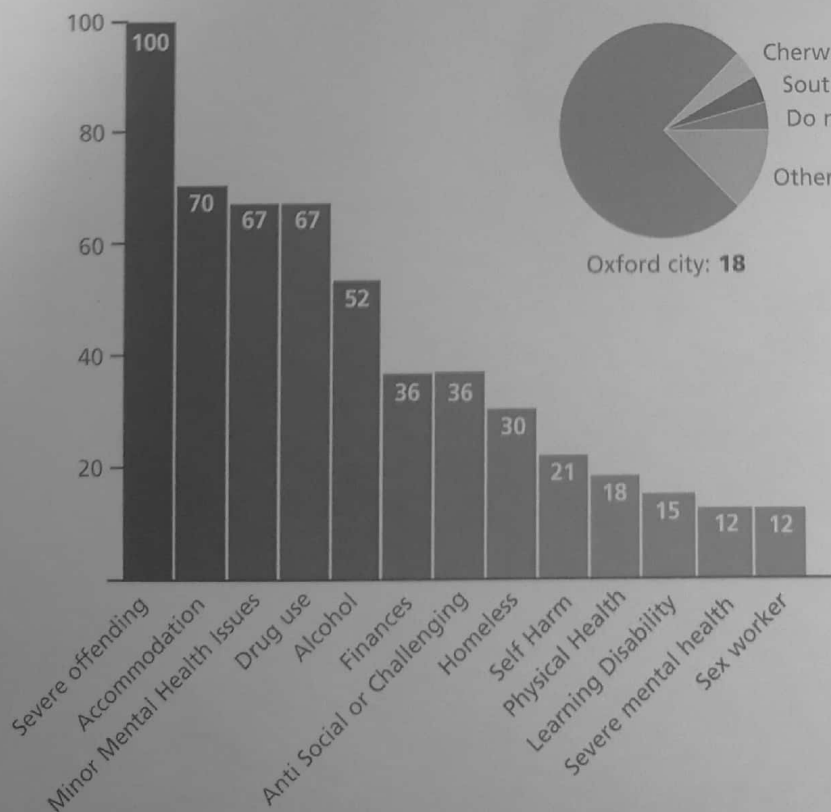


Outcome of referrals



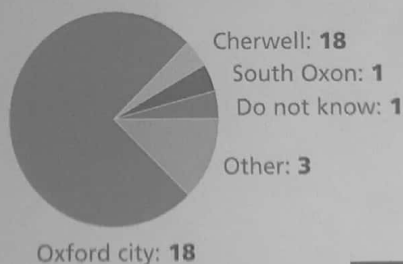
Breakdown of needs

(% of 33 clients)



District of origin

(of current caseload of 24)



Ethnicity of clients

(of 33 clients)

British	27
White and Black African	1
White and Black Caribbean	1
Caribbean	1
Other mixed background	1
Do not know	2

# Facts and figures: Elmore Parenthood Team

**33**

clients

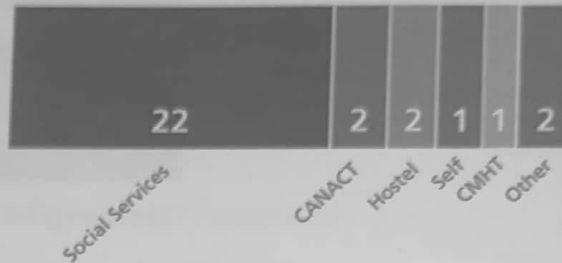
(13 in 2009/2010)

**30**

referrals

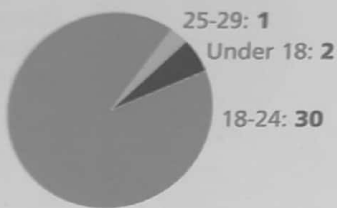
(32 in 2009/2010)

Source of referral (of 30 referrals)



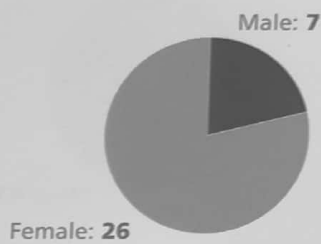
Age range of clients

(for open cases)



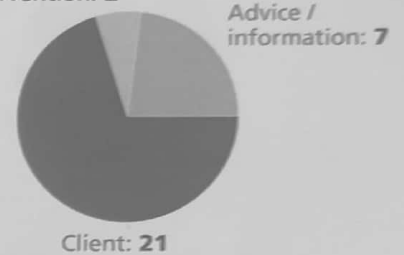
Gender of clients

(open cases)



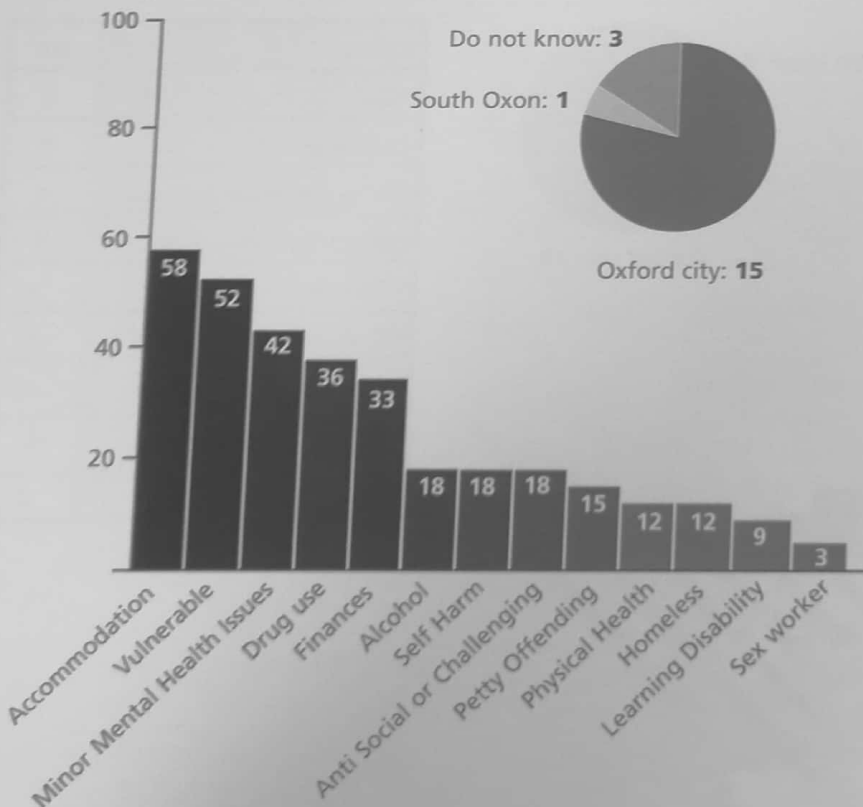
Outcome of referrals

Short Term Intervention: 2



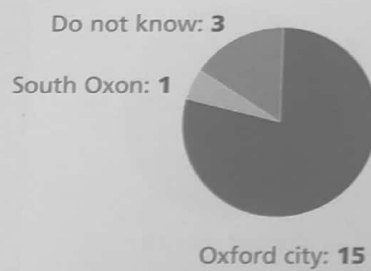
Breakdown of needs

(% of 33 clients)



District of origin

(of current caseload of 19)



Ethnicity of clients

(of 33 clients)

British	20
White and Black Caribbean	3
Other white background	1
Caribbean	1
Do not know	8

# Facts and figures: Elmore Mental Health Team

Statistics from 7 March 2011 – 31 March 2011

**77**  
clients

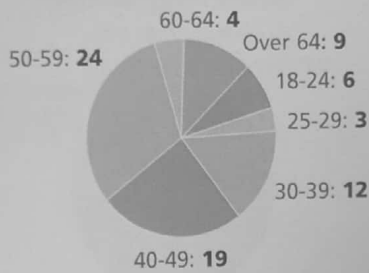
(76 clients transferred in from existing visiting support services)

**12**  
new referrals

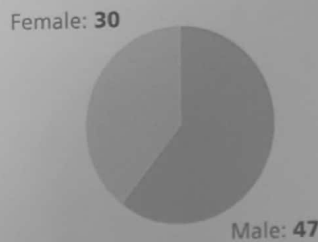
Source of referral (of 12 referrals)



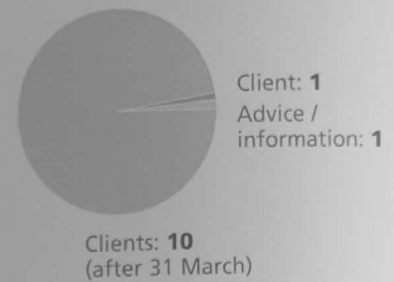
Age range of clients  
(for open cases)



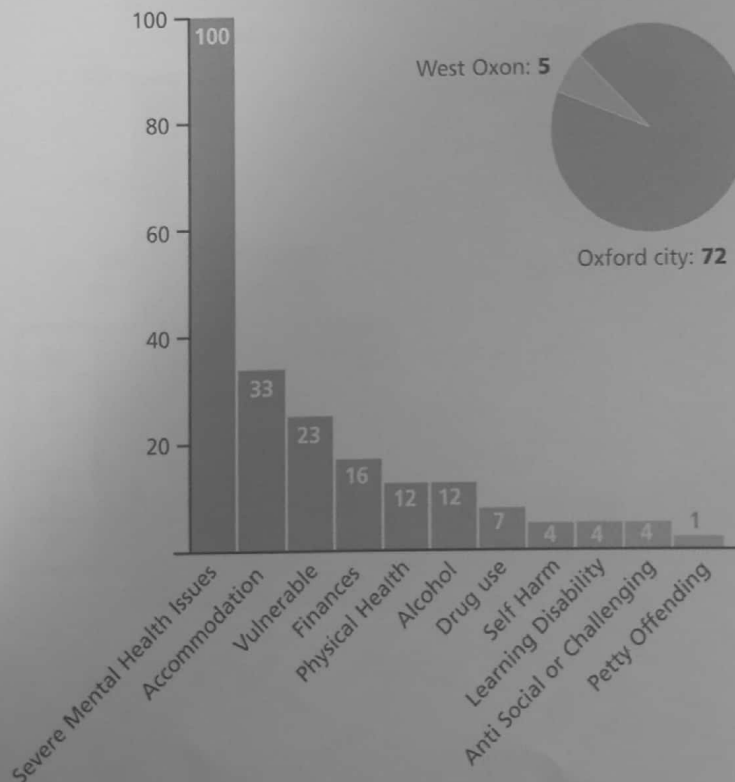
Gender of clients  
(open cases)



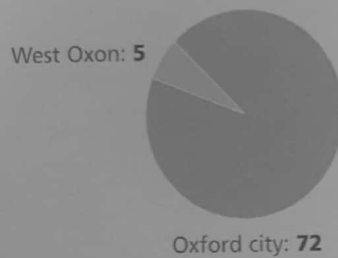
Outcome of referrals



Breakdown of needs  
(% of 77 clients)



District of origin  
(of current caseload of 77)



Ethnicity of clients  
(of 77 clients)

British	65
Irish	2
Caribbean	2
White and Black Caribbean	1
Other White background	1
White and Asian	1
Other Asian Background	1
White and Black African	1
Other mixed background	1
Do not know	2

**COMPANY NUMBER: 04139974**

**ELMORE COMMUNITY SERVICES  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2011**

Charity No. 1090616



**ELMORE COMMUNITY SERVICES**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011**  
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**ELMORE COMMUNITY SERVICES**  
**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2011**

Registered Name: Elmore Community Services

Company Number: 4139974

Registered Charity Number: 1090616

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

Company Secretary: Miss K L Cocker (resigned 31 March 2011)  
Ms L Poole (joined 22 March 2011)

Board of Trustees: Mr M Hammond  
Ms T M Lea  
Dr S Pearce  
Ms C E Rowntree (maternity leave)  
Mr M R Wigglesworth (resigned 31 August 2010)  
Dr G M Cohen  
Ms C H Ashley  
Mr M Simm (Chair)  
Mr P Goodman

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 2011 (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 carries 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 2011 (continued)**

**ACHIEVEMENTS AND PERFORMANCE**

During this period the Elmore Team received 214 referrals. In total the service worked with 140 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 Support Team received 33 Referrals. In total the service worked with 38 people all of whom received a support package which addressed their anti social behaviour. In November we were awarded the Guardian Public Services Award for Complex Needs.

During this period the Prison Service received 35 referrals. In total the service worked with 33 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.

During this period the Parent Project received 30 referrals. In total the service worked with 33 people. This project works with young parents with complex needs.

In March 2011 we were successful in tendering for the Mental Health floating support service. The staff for this service were TUPED from other organisations. This service started with 77 clients. This service supports people who have a diagnosed mental health need as their main issue.

**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 set backs 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, 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 2011 (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 £16,967 (2010: £74,243) has been added to the total funds, which at the balance sheet date stood at £501,210 (2010: £484,243).

**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 2011 (continued)**

**PLANS FOR THE FUTURE**

**Our objectives (2010 – 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 (maternity leave)  
 Mr M R Wigglesworth  
 Dr G M Cohen (resigned 31 August 2010)  
 Ms C H Ashley  
 Mr M Simm (Chair)  
 Mr P Goodman

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 2011 (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 21 July 2011 and signed on their behalf by

M Hammond  
Trustee



## 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 2011 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees;
- and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the trustee's report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

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 2011 and of its incoming resources and application of resources, including its income and expenditure, 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.

### Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime.

Oxford  
28 July 2011

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 2011**

	Notes	Restricted Funds 2011 £	Unrestricted Funds 2011 £	Total 2011 £	Total 2010 £
<b>Incoming resources</b>					
<b>Incoming resources from generated funds</b>					
Voluntary income:					
Donations	1	2,000	4,000	6,000	7,220
<b>Incoming resources from charitable activities</b>					
Grants	2	370,478	297,529	668,007	613,490
<b>Investment income</b>					
Interest receivable		-	309	309	376
<b>Total incoming resources</b>		<u>372,478</u>	<u>301,838</u>	<u>674,316</u>	<u>621,086</u>
<b>Resources expended</b>					
Costs of generating income	3	-	35,939	35,939	28,566
Charitable activities	4	360,765	235,542	596,307	496,085
Governance costs	5	-	25,103	25,103	22,192
<b>Total resources expended</b>		<u>360,765</u>	<u>296,584</u>	<u>657,349</u>	<u>546,843</u>
<b>Net incoming resources before transfer</b>		11,713	5,254	16,967	74,243
<b>Transfers between funds</b>	12	<u>1,597</u>	<u>(1,597)</u>	-	-
<b>Net incoming resources for the year</b>		<u>13,310</u>	<u>3,657</u>	<u>16,967</u>	<u>74,243</u>
<b>Fund Balances at 1 April 2010</b>		<u>169,818</u>	<u>314,425</u>	<u>484,243</u>	<u>410,000</u>
<b>Fund Balances at 31 March 2011</b>		<u>183,128</u>	<u>318,082</u>	<u>501,210</u>	<u>484,243</u>

All of the above results are derived from continuing activities. The statement of financial activities includes all gains and losses recognised in 2010 and 2011. The accompanying accounting policies and notes form an integral part of these financial statements.

## ELMORE COMMUNITY SERVICES

BALANCE SHEET  
AS AT 31 MARCH 2011

	Notes	2011	2010
<b>Fixed assets</b>	8	27,596	4,457
<b>Current assets</b>			
Debtors and prepayments	9	2,047	1,329
Cash in bank and in hand		<u>522,181</u>	<u>512,945</u>
		524,228	514,274
<b>Current liabilities</b>			
Creditors	10	<u>(50,614)</u>	<u>(34,488)</u>
<b>Net current assets</b>		<u>473,614</u>	<u>479,786</u>
<b>Net assets</b>	11	<u>501,210</u>	<u>484,243</u>
<b>Fund</b>			
Restricted funds		183,128	169,818
Unrestricted funds		<u>318,082</u>	<u>314,425</u>
<b>Total funds</b>	12	<u>501,210</u>	<u>484,243</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 21 July 2011 and signed on their behalf by

M Hammond      Trustee

P Goodman      Trustee

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 2011**

**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 2011**

<b>1</b>	<b>DONATIONS</b>	<b>Restricted 2011</b>	<b>Unrestricted 2011</b>	<b>Total 2011</b>	<b>Total 2010</b>
	Oxford Poverty Action Trust	-	-	-	2,000
	St Michael's and All Saints Charities	2,000	3,000	5,000	3,000
	Other	-	1,000	1,000	2,220
		<u>2,000</u>	<u>4,000</u>	<u>6,000</u>	<u>7,220</u>
<b>2</b>	<b>GRANTS</b>	<b>Restricted 2011</b>	<b>Unrestricted 2011</b>	<b>Total 2011</b>	<b>Total 2010</b>
	Oxfordshire Primary Care Trust	17,716	129,780	147,496	134,516
	NHS South Central Strategic Health Authority	49,450	-	49,450	-
	Oxfordshire County Council:				
	Learning Disability	-	3,908	3,908	3,908
	Supporting People	-	78,690	78,690	84,476
	Client Involvement	-	-	-	23,813
	Parenting Project	20,000	-	20,000	-
	Oxford City Council:				
	Housing	-	42,231	42,231	42,230
	Rough Sleepers	-	39,280	39,280	39,278
	Anti social behaviour	-	-	-	20,000
	Student Placements and Training	1,904	3,640	5,544	3,402
	Tudor Trust	50,000	-	50,000	50,000
	Lloyds TSB Foundation for England and Wales	71,000	-	71,000	69,000
	Pilgrims Trust	20,000	-	20,000	20,000
	Lankelly Chase Foundation	15,000	-	15,000	15,000
	Big Lottery	80,408	-	80,408	62,867
	Henry Smith	35,000	-	35,000	35,000
	Rayne Foundation	10,000	-	10,000	10,000
		<u>370,478</u>	<u>297,529</u>	<u>668,007</u>	<u>613,490</u>
<b>3</b>	<b>COSTS OF GENERATING INCOME</b>	<b>Restricted 2011</b>	<b>Unrestricted 2011</b>	<b>Total 2011</b>	<b>Total 2010</b>
	Staff costs	-	35,939	35,939	28,566



**ELMORE COMMUNITY SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2011 (continued)**

<b>4</b>	<b>CHARITABLE ACTIVITIES</b>	<b>Restricted 2011</b>	<b>Unrestricted 2011</b>	<b>Total 2011</b>	<b>Total 2010</b>	7
	<b>Provision of community services</b>					
	Client welfare support	38,343	3,351	41,694	3,410	
	Staff, consultancy and related costs	285,770	204,059	489,829	416,837	
	Office costs	35,573	27,273	62,846	72,823	
	Depreciation	1,079	859	1,938	3,015	
		<u>360,765</u>	<u>235,542</u>	<u>596,307</u>	<u>496,085</u>	
<b>5</b>	<b>GOVERNANCE COSTS</b>	<b>Restricted 2011</b>	<b>Unrestricted 2011</b>	<b>Total 2011</b>	<b>Total 2010</b>	
	Management and administrative support	-	14,376	14,376	11,427	
	Accounting and payroll services	-	2,805	2,805	4,345	
	Insurance	-	3,808	3,808	3,459	
	Audit, accountancy and professional fees	-	4,114	4,114	2,961	
		<u>-</u>	<u>25,103</u>	<u>25,103</u>	<u>22,192</u>	
<b>6</b>	<b>ANALYSIS OF RESOURCES EXPENDED</b>	<b>Staff Costs</b>	<b>Other</b>	<b>Total 2011</b>	<b>Total 2010</b>	8
	Charitable activities	489,829	106,478	596,307	496,085	
	Governance costs	14,376	10,727	25,103	22,192	
	Costs of generating voluntary income	35,939	-	35,939	28,566	
		<u>540,144</u>	<u>117,205</u>	<u>657,349</u>	<u>546,843</u>	
	Total resources expended include:			<b>2011</b>	<b>2010</b>	
				£	£	
	Auditors remuneration			4,114	2,961	
	Pension costs			<u>24,197</u>	<u>17,907</u>	

**ELMORE COMMUNITY SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2011 (continued)**

<b>7</b>	<b>EMPLOYEES</b>	<b>Total 2011</b>	<b>Total 2010</b>
	Staff costs during the year were as follows:		
	Salaries and wages	422,902	381,725
	Social security costs	37,276	34,539
	Pension costs	<u>24,197</u>	<u>17,907</u>
		<b><u>484,375</u></b>	<b><u>434,171</u></b>
	The average weekly number of full-time equivalent employees was:		
	Director	0.8	0.8
	Team leader	2.1	2.1
	Multiple needs workers	10.2	10.1
	Secretarial and admin support	1.6	1.6
	User involvement co-ordinator	<u>0.2</u>	<u>0.2</u>
		<b><u>14.9</u></b>	<b><u>14.8</u></b>

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

During the year no trustee was reimbursed for expenses (2010: £124).

No trustee received any remuneration during the year (2010: £Nil).

<b>8</b>	<b>FIXED ASSETS</b>	<b>Computer Equipment</b>	<b>Fixtures &amp; Fittings</b>	<b>Total</b>
	<b>Cost</b>			
	At 1 April 2010	18,199	6,450	24,649
	Additions	25,077	-	25,077
	Disposals	<u>(14,598)</u>	<u>(4,240)</u>	<u>(18,838)</u>
	At 31 March 2011	<u>28,678</u>	<u>2,210</u>	<u>30,888</u>
	<b>Depreciation</b>			
	At 1 April 2010	15,470	4,722	20,192
	Charge for year	1,230	708	1,938
	On disposals	<u>(14,598)</u>	<u>(4,240)</u>	<u>(18,838)</u>
	At 31 March 2011	<u>2,102</u>	<u>1,190</u>	<u>3,292</u>
	<b>Net book value</b>			
	At 31 March 2011	<u>26,576</u>	<u>1,020</u>	<u>27,596</u>
	At 31 March 2010	<u>2,729</u>	<u>1,728</u>	<u>4,457</u>

**ELMORE COMMUNITY SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2011 (continued)**

<b>9</b>	<b>DEBTORS</b>		<b>2011</b> £	<b>2010</b> £
	Prepayments		<u>2,047</u>	<u>1,329</u>
<b>10</b>	<b>CREDITORS</b>		<b>2011</b> £	<b>2010</b> £
	Trade creditors		-	625
	Accruals		4,698	10,868
	Taxation and social security		14,946	9,910
	Receipts in advance		-	-
	Other creditors		<u>30,970</u>	<u>13,085</u>
			<u>50,614</u>	<u>34,488</u>
<b>11</b>	<b>ANALYSIS OF NET ASSETS BETWEEN FUNDS</b>	<b>Restricted Funds £</b>	<b>Unrestricted Funds £</b>	<b>Total £</b>
	Fund balances at 31 March 2011 are represented by:			
	Fixed assets	1,942	25,654	27,596
	Current assets	213,504	310,724	524,228
	Current liabilities	<u>(32,318)</u>	<u>(18,296)</u>	<u>(50,614)</u>
		<u>183,128</u>	<u>318,082</u>	<u>501,210</u>

**ELMORE COMMUNITY SERVICES**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2011 (continued)**

**12 FUND MOVEMENTS**

	Opening Balances £	Incoming Resources £	Resources Expended £	Funds Transfers £	Closing Balances £
<b>Restricted Funds</b>					
Prison work	(1,597)	-	-	1,597	-
Anti-Social behaviour	69,375	86,400	(102,034)	-	53,741
Mental health	-	17,716	(15,041)	-	2,675
No Place Like Home	8,708	-	(6,573)	-	2,135
Parent project	12,295	147,408	(136,203)	-	23,500
Personalisation project	-	49,954	(33,949)	-	16,005
Prison inreach	81,037	71,000	(66,965)	-	85,072
	<u>169,818</u>	<u>372,478</u>	<u>(360,765)</u>	<u>1,597</u>	<u>183,128</u>
<b>Unrestricted Funds</b>					
General reserve	314,425	-	-	30,094	344,519
Elmore Team	-	301,529	(230,275)	(87,367)	(16,113)
Management and overheads	-	309	(66,309)	55,676	(10,324)
	<u>314,425</u>	<u>301,838</u>	<u>(296,584)</u>	<u>(1,597)</u>	<u>318,082</u>
<b>Total Funds</b>	<u>484,243</u>	<u>674,316</u>	<u>(657,349)</u>	<u>-</u>	<u>501,210</u>

The funds of the charity comprise restricted funds and unrestricted funds.

The restricted funds are those where the donor has imposed restrictions on the income of the funds.

The unrestricted funds consist of a freely available general reserve.