DAYBREAK OXFORD

Report and Unaudited Financial Statements
Year ended: 31 March 2023

Charity no: 1113182
Company no: 5641765

REFERENCE AND ADMINISTRATIVE INFORMATION

Registered Company Name:	Daybreak Oxford
Charity Number:	1113182
Company Number:	5641765
Registered Office:	The Clockhouse Long Ground Greater Leys Oxford OX4 7FX
Trustees/Directors:	C Grand-Scrutton (Chair) S Hewett-Avison (Vice-Chair) P Gregory (Treasurer) J Atherton J Fenton S Skyte M Tovey (Secretary)
Operations Director:	Jitka Fort ending 19 June 2022
Chief Executive Officer:	Lee Gray starting 20 June 2022
Administrator:	Toby Coules
Bankers:	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill Kent ME19 4JQ
Accountants:	Wenn Townsend 30 St Giles' Oxford OX1 3LE
Finance / Bookkeepers:	SPX Oxford Ltd (ending 1 November 2022) Peace House 19 Paradise Street Oxford OX1 1LD Samuel Ijaopo (starting 1 November 2022)
Legal Advisers:	Tessa Hennessy Solicitor 27 Hugh Allen Crescent, Marston Oxford OX3 0HL
Contact Information:	
Office:	The Clockhouse Long Ground Greater Leys Oxford OX4 7FX
Telephone:	01865 776744
Email:	admin@daybreak-oxford.org.uk
Website:	https://daybreak-oxford.org.uk

The Trustees/Directors are pleased to present their report together with the financial statements of the company for the year ended 31 March 2023.

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

Objects

Our charity objectives are to support persons living with dementia and their carers by the provision of relief through day care services. We offer day clubs where adults with dementia can enjoy a safe, caring and stimulating environment with activities suited to their needs. The service is also a respite for carers as they can leave their loved ones with us, knowing they are looked after by trained and experienced staff who help them live well with dementia**.**

Governance

Governing Document

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

Appointment of Trustees

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

Where possible Trustees are given a specific portfolio of responsibility within the charity depending on their skills and experience. Clubs have a link trustee allowing staff to have regular access with trustees. It also enables Trustees to gain a detailed understanding of our operational work.

Governance Structure

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

During the year, the charity was governed by a Board of 7 Trustees. The trustees have a great deal of experience, including in the charity sector, management, operations, finance, marketing, public relations and the care sector.

Cliff Grand-Scrutton, Chair: Cliff has worked extensively in various parts of the healthcare sector and owns and operates a care home specialising in dementia support in Maidenhead.
Simon Hewett-Avison, Vice Chair: Simon has spent the last 11 years in the charity sector and is CEO of a homeless charity in Oxfordshire.
Mary Tovey Honorary Secretary
Phil Gregory is a financial controller and is the Honorary Treasurer.
Jonathan Atherton has extensive operations experience.
Julia Fenton has more than 20 years of experience in publishing, sales and marketing.
Stuart Skyte is a public relations and communications consultant and former economist.
Jitka Fort was appointed Operations Director in September 2020. She stepped down on 19 June 2022.
Lee Gray was appointed Interim Chief Executive Officer on 20 June 2022.

Governance Meetings

The Trustees/Directors met at least once every quarter. The Board continued to hold additional meetings throughout the year to address the increased care needed for our vulnerable population. Specifically, they considered the safety of members and staff as COVID infections declined but remained a danger.

In terms of financial guidance, the charity was supported by Sheila Parry, Director at SPX Financial Services, and Jane Bull and Andrew Rodzynski at Wenn Townsend Chartered Accountants with regards to the year-end accounts and related queries.

Sheila Parry, Director at SPX Financial Services stepped down on 1 November 2022 and handed over support to Samuel Ijaopo. The Trustees have referred to Charity Commission guidance on public benefit when delivering the work of the charity and discharging their duties as Trustees.

Data Protection Act 2018 and Fundraising Code of Practice

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

Activities throughout the year

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

Clubs

The Daybreak clubs are located throughout Oxfordshire to meet the greatest need.

- Lilacs, managed by Caroline Morris for the 10th year, is located in Kidlington. Club members come from Kidlington, Yarnton, Cumnor, Eynsham, Woodstock, and Botley.
- Limes, managed by Jitka Fort for over 6 years, is situated in North Oxford. Members come from a wide area, including Oxford city, Summertown, Cumnor, Botley, Abingdon, and Wallingford.
- Rosewood, is managed by Rachel Clark. This is situated in Greater Leys. Members come from a wide catchment area, including Blackbird Leys, Rose Hill, Headington, Marston, Wheatley, Thame, Barton, East Oxford, and Cowley.
- Rowan, managed by Rachel Clark for 17 months, is situated in Littlemore. Members come from a wide catchment area, including Blackbird Leys, Rose Hill, Headington, Marston, Wheatley, Thame, Barton, East Oxford, and Cowley.

Year after year, our members have benefited from the stimulating and therapeutic activities we provide. These undertakings are central in providing support, as they are integral to improving the emotional and physical well-being of our members. These undertakings include a variety of socially interactive and cognitively stimulating therapies including music, art, singing, and movement. These regular therapies make a visible difference for the members. Singing and music are especially popular (90% strongly agree - 10% agree with the phrase “I enjoy the activities”).

We found that singing, playing instruments, and dancing to music are the most beneficial activities. Staff members note, “Our members’ energy levels clearly rise during the music therapy sessions, they move arms in time with the music and smile to each other”. Each staff member actively engages with our members during these sessions. It is the individualised work which supports personal improvements.

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

A hot lunch is critical for our members, who struggle to make regular balanced meals, and rely on Daybreak for their main hot healthy meal of the day. The popularity of lunch is evident from our annual survey. In 2022, 64% of respondents chose lunch as their favourite activity at Daybreak.

What is new at the clubs?

In July the Rowan Club was moved from the Littlemore location to the Clockhouse facility, in Greater Leys. The Clockhouse is a modern community centre which also houses the Rosewood Club. The two clubs were combined under the Rosewood name. Participation steadily increased in support one of the most deprived areas in Oxfordshire. See figure “Average Monthly Attendance”. By the end of the year, all our clubs recovered from the lockdown, averaging 80% attendance or better. This was similar to pre-COVID attendance rates.

Combined Daybreak clubs are open a total of eleven days each week. Limes increased from two to three days at the start of the year. Lilacs, reduced from five days to four, in line with member trending in October 2022. Rosewood expanded to four days a week. All clubs were fully staffed with certified well-trained employees or temporary or supply staff. We also employ nurses and medical students. Post-Covid, the increasing needs of our members at all clubs have been observed. Therefore, an increase in staffing was approved and monthly training sessions were instituted to ensure safety. The clubs continue to grow in attendance. In September 2022 Rosewood had a safety check that concluded the venue was able to expand to 25 members.

In October, Rosewood's in-house cook (Glenis) expanded her healthy meal service to a second club, meeting the unique needs of both Rosewood and Lilac members. She has become a beloved member of staff, cooking hot lunches daily to meet the dietary requirements of vulnerable members, and creating special treats to match holidays, birthdays, and members preferences. St Edwards School continues to cook healthy meals for the Limes Centre at a reduced rate. Member survey's consistently rate the meal as excellent, and a daily hot meal is an important reason why they come to Daybreak.

In order to maintain the best care, Daybreak began carrying out monthly training sessions for our employees. The staff have now completed certifications in dementia care, moving & handling, first aid, fire safety, and food service. There has been additional training for managers in staff performance and advanced support. Additional deputy manager training supported by a new deputy manager handbook was carried out as a backup resource for managers and succession planning.

To ensure our staff were also well supported during these difficult times, a 'Cost of Living' one-time bonus was distributed in December. The trustees reviewed staff salaries and voted to grant an increase for staff, to ensure a fair living wage is paid at Daybreak. Note: these increases excluded the interim Chief Executive Officer (CEO).

Staff Changes

In June Lee Gray was hired as interim CEO. She was converted to permanent employee in March 2023 and had a title change to Chief Executive Officer (CEO).

In February Charlotte Worth (Lilacs) and Tracey Lindsay (Rosewood) were promoted to the deputy manager status, joining Lisa Collier (Limes), who was promoted the previous year. The deputy managers have additional had training and supervisory experience, and greater responsibility. Each club now boasts a designated deputy manager to support their club in the manager's absence, advanced support for the members and carers, and succession planning for all clubs, creating greater stability for Daybreak.

Bookkeeping and finance was transitioned from an external provider (SPX Ltd.) to an internal part-time role. This improved responsiveness and supported improved internal processes. In November, Samuel Ijaopo was hired as Daybreak's Financial Manager. The finance process was reviewed and updated.

In October Elizabeth Hays resigned as fundraising manager. In November Lynette Arnott was hired as Part-time interim fundraiser and marketing manager.

The success of our clubs

Each year we survey our members, clients, and staff in order to gain an understanding of what is going well or what to change. In 2022, the responses continued to be outstanding.

Carer Feedback

'I couldn't recommend it highly enough. I know my mum is getting cared for and enjoying herself with plenty of interaction. And my dad gets a bit of peace and quiet'.

'The Limes is a wonderful place and practically has been a god send in terms of help for my mother and ourselves. We cannot be thankful enough. My mother's mood has changed for the better on days she attends the club.'

'Phil so enjoys his time with you it has just lifted his spirits. He is happier is more interested in other things. It has helped me too as I can continue to work, and I feel I have peace of mind that I know Phil is enjoying the club!'

'June is definitely happier and more engaged when she's attended the Lilac's'.

'I have a wonderful time. The staff treat me with the utmost respect, and it's made a huge difference to my life.'

'Rosewood has instilled some positivity in our lives and had a wonderful impact on Richard's well-being. We are all much happier since we learned about Daybreak and Rosewood.'

Member Feedback

New Community Bus Programme

In September, Daybreak took over Aspire's Community Bus programme, to support and service the members of Daybreak. When Daybreak is not utilising the bus to bring members to our clubs, the community transport funds Daybreak's dementia programmes by carrying Oxfordshire's elderly and disabled to local shopping centres. The community bus has become a popular and successful programme at Daybreak.

After four months, an anonymous passenger feedback survey was carried out to determine what adjustments might need to be made. We were surprised by the results: Passenger feedback comments were:

"This transport service is a great help to me, and I do not have to rely on anyone else to do my shopping. Derek is very helpful and reliable. "

"It's my lifeline, it's the only chance I get to meet other people as life is very lonely. The driver is helpful, prompt and always in good humour."

"I like everything about the bus. You get picked up and dropped back where you live, I am very happy and much appreciate it, thank-you."

It is worth noting only two comments under 'how can we improve our service': "nothing" or "start a second bus".

Strategic Planning

A comprehensive organisational evaluation including historic analysis, focus groups, and sector research was used to develop a fact-based analysis resulting in a series of measurable and actionable recommendations that were presented to the trustees. The trustees agreed upon a strategic plan. As part of this process, we confirmed Daybreak's public benefits and developed our organisational values.

Public Benefits

Daybreak reaffirmed that the public benefits of our work include:

- tackling loneliness and easing social isolation.
- providing a therapeutic and stimulating environment for club members to help them cope with dementia in their everyday lives.
- providing respite care for families and carers.
- helping families stay together at home for longer.
- enabling families to delay or avoid permanent care for their loved one.

Values:

As part of the focus groups, Daybreak defined a series of company values that were developed by the staff and approved by the board of trustees.

We are:

- Caring: Compassionate and dedicated every day.
- Trusted: Knowledgeable and respected partners.
- Engaging: Giving individual attention to those we serve.
- Empathetic: Understanding and passionate in our work.
- Friendly: Communicating with warmth and joy to all.

Our short-term plan to support those in Oxfordshire living with dementia as well as their family carers is:

- Maintain stability in all of the Daybreak clubs.
- Continue to support our members through a well-run transportation service.
- Evaluate staffing needs.
- Focus on increasing diversity at all levels of the organisation.
- Continue to provide support to club members and family carers.
- Update the therapies that we use with our club members.

Fundraising update

Daybreak continues to receive support from trusts and foundations, government grants, and individual giving. The ongoing giving from donors year after year is a signal of Daybreak's stability, in-demand service, and exceptional stewardship. From Oxfordshire County Council, National Lottery Foundation's funding and donations from members, friends, and corporations, Daybreak's income can best be described as diverse.

However, like most organisations, fundraising was and continues to be affected by the economy. While we were excited to be part of our first in-person fundraising event, these are still slow to return. For example, we were unable to host in-person events for most of the year, including any networking, marketing, awareness, and fundraising appeals. As the year came to an end, this situation improved and Daybreak participated in the Dorchester Festival, garnering over £25,000 and increasing our awareness in the local community.

The board decided to reduce the designated fund that had been held in reserve to launch a new club. Due to the difficult economy, it was determined that this was not the time to launch a club. Additionally, we slowed down our fundraising efforts to focus on improving the service and staff well-being after the stress of returning from COVID. Fundraising transitioned to an emphasis on marketing, awareness, and stewardship. By the end of the year the reserve reached the target the board had set for the organisation.

We are incredibly appreciative of all those who supported Daybreak for the running of our clubs and have made a difference to people living well with dementia in Oxfordshire.

Financial Review

Daybreak Oxford is funded by club membership fees, grants from charitable trusts and foundations, community fundraising, legacy giving and donations from individuals and corporate partnerships. Our total income in 2022-23 was £319,564 (2021-22: £265,827).

The main expenditure is staff costs in support of our member services. Other costs include club rent, meals, transport for members, and office running costs. The total spent in 2022-23 was £446,433 (2021-22: £333,410). We did see changes in our expense over the year. Ongoing Covid impact has resulted in members attending at a later stage of dementia. This requires higher resources. Additionally, Limes club expanded to an additional day, Rosewood club increased their capacity requiring additional resources, and regular staff training was instituted. The Community Transportation programme also increased our expenditures, as well as income during the year. We continue to be very grateful for all support by our amazing funders.

Reserves

Daybreak Oxford has met its reserve policy. This target is reviewed quarterly by the Daybreak Oxford Trustees considering future plans of the charity, the certainty of future funding streams and all other key risks identified during review of the charity Risk Register.

Given the steady growth of the charity, the increased importance of our work in the community, and the uncertainty of the funding landscape, it was agreed by the board of trustees that our reserves policy is to hold sufficient unrestricted reserves to cover winding down costs, plus allow the charity to continue to operate for a period of at least 6 months in order to provide stability and continuity for those attending our dementia clubs (£286,000).

Risk

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

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in line with applicable law and regulations. Company law requires the Trustees prepare financial statements each financial year and under that law the Trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

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

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

Information disclosure to examiners

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

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

This report was approved by the Trustees on 20 December 2023 and signed on their behalf by:

Cliff Grand-Scrutton
Chair of Trustees Daybreak Oxford

Daybreak Oxford

Independent Examiner's Report to the Trustees of Daybreak Oxford

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet and notes 1 to 15.

Responsibilities and basis of report

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

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

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

Independent examiner's statement

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

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

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

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

A C Rodzynski FCA
Partner
Wenn Townsend
Chartered Accountants
Oxford

…… 2023

Daybreak Oxford

Statement of Financial Activities
(Including income and expenditure account)
for the year ended 31 March 2023

	Note	Unrestricted funds	Restricted funds	Total 2022/23	Unrestricted funds Restated	Restricted funds Restated	Total 2021/22
Income							
Income from generated funds							
Interest received		1,118	-	1,118	143	-	143
Income from donations (including gift aid)		13,365	-	13,365	46,741	8	46,749
Income from events		24,733	-	24,733	-	-	-
Grant income		1,500	84,842	86,342	21,500	109,285	130,785
Income from charitable activities							
Clubs	5	194,006	-	194,006	88,150	-	88,150
Total income		£ 234,722	£ 84,842	£ 319,564	£ 156,534	£ 109,293	£ 265,827
Expenditure							
Charitable activities							
Clubs	6	324,591	81,981	406,572	57,131	230,483	287,614
Governance costs	7	2,210	-	2,210	2,000	-	2,000
Raising funds							
Fundraising costs		37,651	-	37,651	43,796	-	43,796
Total expenditure		£ 360,340	£ 81,981	£ 446,433	£ 102,927	£ 230,483	£ 333,410
Net movement in funds		(129,730)	2,861	(126,869)	53,607	(121,190)	(67,583)
Transfers between funds		-	-	-	-	-	-
Movement in funds following transfers		(129,730)	2,861	(126,869)	53,607	(121,190)	(67,583)
Total funds at 1 April 2022		406,473	4,785	411,258	352,866	125,975	478,841
Total funds at 31 March 2023		£ 276,743	£ 7,646	£ 285,789	£ 406,473	£ 4,785	£ 411,258

Daybreak Oxford

(Company number: 5641765)

Balance Sheet
As at 31 March 2023

	Note		2023		2022
Fixed assets	8				
Computer and other equipment			2,205		4,057
Current assets					
Debtors	9	25,723		22,471	
Bank and cash balances	10	278,187		399,421	
		303,910		421,892	
Current liabilities					
Creditors due within one year	11	(21,726)		(14,691)	
Net current assets			282,184		407,201
Total assets less current liabilities			284,389		411,258
Total net assets			£ 284,389		£ 411,258
Funds					
Unrestricted funds			276,743		406,473
Restricted funds	12		7,646		4,785
Total funds			£ 284,389		£ 411,258

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

i) For the year ended 31 March 2023 the charity was entitled to the exemption under Section 477 of the Companies Act 2006;

ii) No notice from members requiring an audit, has been deposited under section 476 of the Companies Act 2006; and

iii) The trustees acknowledge their responsibilities for:

a) ensuring the company keeps accounting records which comply with Section 386 and

b) preparing the accounts which give a true and fair view of the state of affairs of the company as at the end of the financial period and of its surplus or deficit for the financial period, in accordance with the requirements of Section 393, and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

Approved by the Trustees on …1 December 2023 and signed on its behalf by:-

……

Trustee
Cliff Grand-Scrutton

1 Basis of preparation

The financial statements have been prepared in accordance with the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued October 2019 (Charity SORP FRS 102) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

2022 restatement of figures

During the preparation of the 2023 accounts, it was noted that restricted funds held in 2022 did not accurately present the amounts carried forward. The received funds have been correctly expensed in line with the restriction in the year ended 31st March 2022. The accounts have therefore been restated to reflect this reallocation of expenditure between funds. The total year end balances were not affected by this restatement.

Preparation of accounts on a going concern basis

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

Depreciation

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

Stock

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

Operating leases

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

Pension contributions

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

Funds

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

Income

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

Expenditure

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

Volunteers

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

2 Net surplus for the year

	2023	2022
Is after charging:-		
Depreciation of tangible fixed assets	£ 3,101	£ 2,793

3 Employees and trustees

The average number of employees during the year was 11 (2022: 11). No employee received remuneration in excess of £60,000 pa. The trustees did not receive any remuneration for their services. Expenses reimbursed to trustees during the year amounted to £262 (2022: £Nil).

Staff costs during the year were:-	2023	2022
Salaries and wages	303,968	211,106
Social security costs	15,896	12,187
Pension costs	4,878	3,026
	£ 324,742	£ 226,319

Trustees' indemnity insurance of £975 (2022: £1,107) was paid during the year.

The total remuneration of key management personnel during the year was £45,685 (2022: £46,434). The key management of the charity are considered to be the director and the operations manager.

4 Grants

2023

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

4 Grants (continued)

2022

	Unrestricted	Restricted	Total 2021/22
Garfield Weston Foundation	10,000	-	10,000
Gerard Palmer Eling Trust	3,000	-	3,000
Independent Age	-	12,500	12,500
Masonic Charitable Foundation	2,500	-	2,500
McLay Dementia Trust	-	10,000	10,000
National Lottery Fund	-	49,898	49,898
Oxfordshire County Council Sustainability Fund	-	27,000	27,000
Oxford Freemasons	3,000	-	3,000
St Michael's and All Saints' Charities	3,000	-	3,000
Tambour Foundation	-	9,887	9,887
	£ 21,500	£ 109,285	£ 130,785

5 Club income

	2022/23	2021/22
Member fees (including meals)	165,410	80,991
Member transport	28,406	-
Other	194	7,159
	£ 194,006	£ 88,150

6 Club expenses - 2023

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

Club expenses - 2022

	Unrestricted Restated	Restricted Restated	Total 2021/22
Member costs			
Food	7,258	487	7,745
Members transport	84	-	84
Club Activity costs	780	1,630	2,410
Club cleaning	2,423	3,072	5,495
	10,545	5,189	15,734
Salaries / NI / Pension	5,412	211,308	217,720
HR advice/legal fees	3,220	-	3,220
Insurance	3,994	-	3,994
Marketing	105	722	827
Training and recruitment	250	-	250
Rent and rates	6,434	7,645	14,079
Stationery, postage, telephone & computer	5,077	3,254	8,331
Depreciation	1,928	865	2,793
Sundry	50	-	50
Bank charges	159	-	159
Bad debts	6,085	-	6,085
Accountancy	12,872	1,500	14,372
	57,131	230,483	287,614

7 Governance costs

	Unrestricted	Restricted	Total 2022/23	Total 2021/22
Independent examiner's fee	2,210	-	2,210	2,000
	£ 2,210	-	£ 2,210	£ 2,000

8 Fixed assets

	Improvements to property (leasehold)	Computer and other equipment	Total
Cost			
At 1 April 2022	12,612	15,633	28,245
Additions	-	1,248	1,248
At 31 March 2023	12,612	16,881	29,493
Depreciation			
At 1 April 2022	12,612	11,576	24,188
Charge for the year	-	3,101	3,101
At 31 March 2023	12,612	14,677	27,289
Net book value			
At 31 March 2023	-	2,205	2,205
At 31 March 2022	-	4,057	4,057

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

9 Debtors

	2023	2022
Member fees	22,514	15,869
Prepayments	3,209	6,602
	£ 25,723	£ 22,471

10 Bank and cash balances

	2023	2022
CAF Cash account	6,483	34,950
CAF Gold account	110,430	201,203
Cooperative Bank	161	1,538
Petty cash	-	617
CAF Shawbrook account	161,113	161,113
	£ 278,187	£ 399,421

11 Creditors – due within one year

	2023	2022
Taxes	5,004	73
Other creditors	885	715
Accruals	7,604	7,449
Trade creditors	8,233	6,454
	£ 21,726	£ 14,691

12 Restricted Funds - 2023

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

Restricted funds are represented by cash at bank and in hand

12 Restricted Funds – 2022

	Balance at 1st April 2021	Income	(Restated) Expenditure /Transfers*	(Restated) Balance at 31st March 2022
Doris Field Charitable Trust				
Therapeutic activities	1,000	-	(1,000)	-
Francis Winham Foundation				
PPE and cleaning	3,000	-	(3,039)	(39)
McLay Dementia Trust / Rathbones	-	10,000	(10,000)	-
National Lottery Fund	99,134	49,906	(143,746)	5,294
OCC Councillor's Priority Fund	1,704	-	(1,704)	-
2022 OCC Sustainability	-	27,000	(27,000)	-
The Sir Jules Thorn Charitable Trust	1,250	-	(1,250)	-
The Wates Foundation	10,000	-	(10,000)	-
Tambour Foundation	9,887	9,887	(19,774)	-
Independent Age 2021-22	-	12,500	(12,500)	-
2022 The Arts Soc Ox	-	-	(470)	(470)
	£ 125,975	£ 109,293	£ (230,483)	£ 4,785

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

13 Taxation

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

14 Legal status

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

15 Related party transactions

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