



**OASIS** Care and Training Agency  
Uk Charity no: 1044521

# ANNUAL REPORT

2023 - 2024





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## OVERVIEW

OASIS Care and Training Agency has demonstrated remarkable resilience and strategic growth in the 2023-2024 financial year, despite facing significant challenges in the social care sector. The organisation achieved an operating surplus of £52,9633, representing 0.46% of income, which exceeded the forecasted £135,000. This negative financial outcome is a testament to the agency's highly competitive environment and the wider economic downturn.

Total revenue for the year increased by 7.55% to £11,377,322, reflecting successful diversification efforts and expansion into new service areas. The OASIS Workforce Solutions division, in particular, showed exceptional growth, with revenue reaching £10.30 million, primarily driven by successful penetration into the transport industry. This strategic move has significantly contributed to reducing the agency's reliance on traditional domiciliary care services.

OASIS Training also experienced substantial growth, with a 31.72% increase in income to £628,966.10. The division successfully delivered various programs, including apprenticeships, Adult Education Budget courses, Skills Bootcamps, and Department for Work and Pensions initiatives. This growth in training services not only diversified revenue streams but also contributed to addressing the sector's workforce development needs.

Operationally, OASIS implemented several key improvements throughout the year. The introduction of the People Planner software enhanced care assessment processes, leading to more personalised and efficient care delivery. The agency also fully adopted the new Care Quality Commission (CQC) assessment framework, aligning its processes with the 34 Quality Statements to ensure high standards of care.

Despite these achievements, OASIS faced ongoing challenges, including workforce shortages and increased competition in the sector. However, the agency's proactive approach to these issues, coupled with its strategic diversification, has positioned it well for future growth. The financial projections indicate a promising outlook, with a combined turnover expected to reach £26.05 million by 2026.

## CHAIR'S ANNUAL REVIEW

This year has been transformative for Oaiss Care, as we strengthened our foundations for a strong and thriving future to deliver care with purpose. We have invested in our technology and systems and continued our journey to be an improving organisation. The world around us continues to change at an unprecedented pace, and we are responding with purpose, energy and agility as we enter this new era.

Funding for the social care sector remains a challenge. However, we have a general election this year and we have seen its very much on the agenda for new government and in the community about how social care can be funded sustainably. This gives us hope that decades of inattention and inadequate funding can be changed to position the sector as an attractive place to work, and a trustworthy sector for people to receive care as they age.

We are optimistic about a positive shift within the sector following increased wages for some of our care staff as a result of becoming London Living Wage employer for our care workers. We hope that this will flow to all care workers who do important work and ensure the delivery of quality care across our services and attract more people to work in the sector.

Given the difficult circumstances our teams have been working in and continue to do so, it is extremely reassuring that our results in the service user survey revealed that we obtained improvements to the satisfaction rate of service user. The introduction of Operation Manager Debbie Dabreo continues to have a positive ongoing impact. This is an endorsement of the work we have done with colleagues to change our culture through tangible actions, which permit continuous improvements to be made. We recognise that there is still a considerable way to go to make Oasis not only a good place to work, but a great place to develop your career.



**Ahmed Mohamed Ahmed**  
**Chair of Trustee**

I firmly believe that positive colleague and service user experience go hand in hand, which is why ensuring our people are happy and supported is crucial. We will continue to work with teams to improve and ensure we support colleague wellbeing as best we can, so in turn they can provide the best care to our service users.

## CHAIR'S ANNUAL REVIEW

Our success is also directly linked to the hard work of our team. We have made extraordinary progress this year, and I would like to personally thank every team member for their energy, commitment and consistency in driving our business forward.

This year, our plans for expansion include:

- A new E-Learning platform
- Further investments into our technology - New Care Management System - Access People Planner & Access Care Planner.
- Subscription to QCS, this is now the platform for our policies and procedures.

There are also some plans that are in their very early stages, but I look forward to sharing them with you all soon. Finally, I want to thank all my Board member colleagues for their support and sharing constructive concern and challenge to ensure we continued our resolve to deliver on our goals.

I hope this annual report enables you to understand our charity organisation, the key risks to the achievements of our goals and how we have performed over the year. It is also an opportunity to celebrate the dedication and commitment of our colleagues and frontline workers and recognise the safe, caring service that they provide across the capital.



**Senior Team**

## EXECUTIVE DIRECTOR'S REPORT

The past year has been transformative for OASIS Care and Training Agency, marked by significant achievements and strategic developments across our diverse operations. Despite challenging economic circumstances and external pressures, we have maintained our commitment to delivering high-quality care services while expanding into new sectors.

For the 2023/24 financial year, OASIS Care and Training reported an operating surplus of £52,963, representing 0.46% of income. This is below the forecasted figure of £135,000 due to investment made during the year and demonstrates management commitment to building the future strength of our organisation. Our total revenue increased by 7.55% to £11,377,322, reflecting our successful diversification strategy and resilience in a competitive environment.

Recognising the evolving landscape of social care, we have implemented a comprehensive strategy to reduce our reliance on domiciliary care. This includes expanding into new areas such as Cleaning/Domestic Services, Sheltered Housing, Care Homes, Flexi Care, Virtual Training Platforms, and specialised Dementia Pathways. Our OASIS Workforce Solutions division has shown remarkable growth, with revenue reaching £10.30 million, primarily due to our successful penetration of the transport industry.

We have made significant strides in enhancing our care assessment processes, adopting new regulatory frameworks, and refining our operational procedures. The introduction of the People Planner software has revolutionised our care assessment system, enabling more personalised and efficient care delivery. We have also fully adopted the new Care Quality Commission (CQC) assessment framework, aligning our processes with the 34 Quality Statements.

OASIS Training has seen substantial growth, with a 31.72% increase in income to £628,966.10. We have successfully delivered apprenticeships, Adult Education Budget programs, Skills Bootcamps, and Department for Work and Pensions initiatives. Our commitment to workforce development is evident in our management of the Workforce Development Fund, claiming £12,000 for professional development.

## Challenges and Future Outlook:

While we face ongoing challenges, including workforce shortages and increased competition, we are well-positioned for future growth. Our financial projections indicate a combined turnover increase to £26.05 million by 2026, driven by expansion in OASIS Workforce Solutions and diversification of OASIS Care services.

We remain committed to our mission of enhancing the quality of life for vulnerable people in London while promoting diversity, quality learning opportunities, and overall social and economic well-being. As we move forward, we will continue to adapt to market changes, invest in technology and staff development, and explore new opportunities to serve our communities better.

The Board of Directors extends its gratitude to all staff members for their dedication and hard work during this transformative period. We look forward to building on these achievements and driving OASIS Care and Training Agency towards a sustainable and impactful future.



## FINANCIAL ANALYSIS REPORT

### Financial performance

The past year has proven once again the enduring strength of our strategic model. We have held our nerve while facing difficult economic circumstances, government indecision and external pressures, by continuing to focus on our Service Users, invest in our people and support our communities in which we serve.

For the 2023/24 financial year Oasis Care and Training is reporting an operating surplus of **£52,963 (0.46% of income)**, comparing to the prior year's operating surplus of £198,488 and to the £135,000 forecasted for the year.

In a context of financial and operational uncertainty, this is highly encouraging and indicative of the underlying strength of Oasis Care and Training Agency (OCTA) and the robust way in which the organisation has navigated its way through difficult times experienced throughout the financial year.

### Surplus allocation

As with previous years, and in line with the principles underpinning OCTA's financial strategy, the surplus generated in 2023/24 will be used wholly to sustain investment in infrastructure and the charities objective's, support the organisations operations, enhance the end service user experience and enable delivery of the organisation objective mission.

### Financial Outlook

We face a challenging external environment. However, we currently have three main revenue streams (Oasis Care, Oasis Training and Oasis Workforce Solutions Limited). With three different revenue streams, we are hoping to mitigate any challenges faced in the years to come.

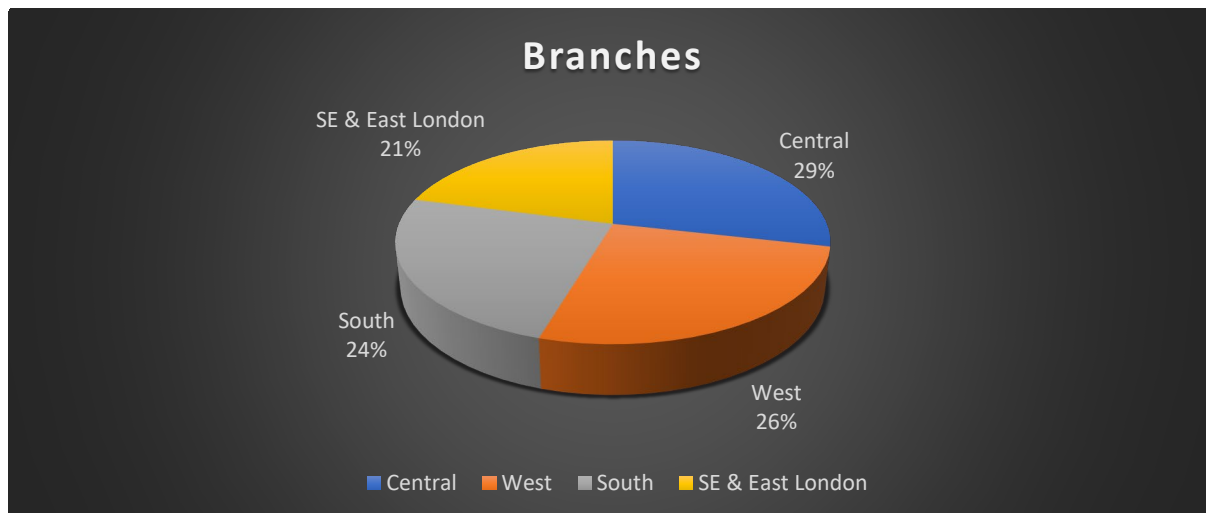
### Oasis Workforce Solutions

Oasis Workforce Solutions was set up in April 2021 as separate legal entity owned 100 percent by Oasis Care and Training Agency through Oasis Transport and Recruitment Limited. The inception of Oasis Workforce Solutions was to maximise our capabilities in the recruitment sector within the transport industry and beyond.

In the financial year 2023-2024, Oasis Workforce Solutions Limited has seen revenue reach £10.30m (2022-2023: £9.4m), an increase of almost 10%. This has mainly been down to our successful penetration of the transport industry by supplying PVC drivers. In the financial year, Oasis Workforce has been closely with some of the leading operators in the United Kingdom in providing quality drivers to complement permanent drivers of these operators.

## Oasis Care Branches

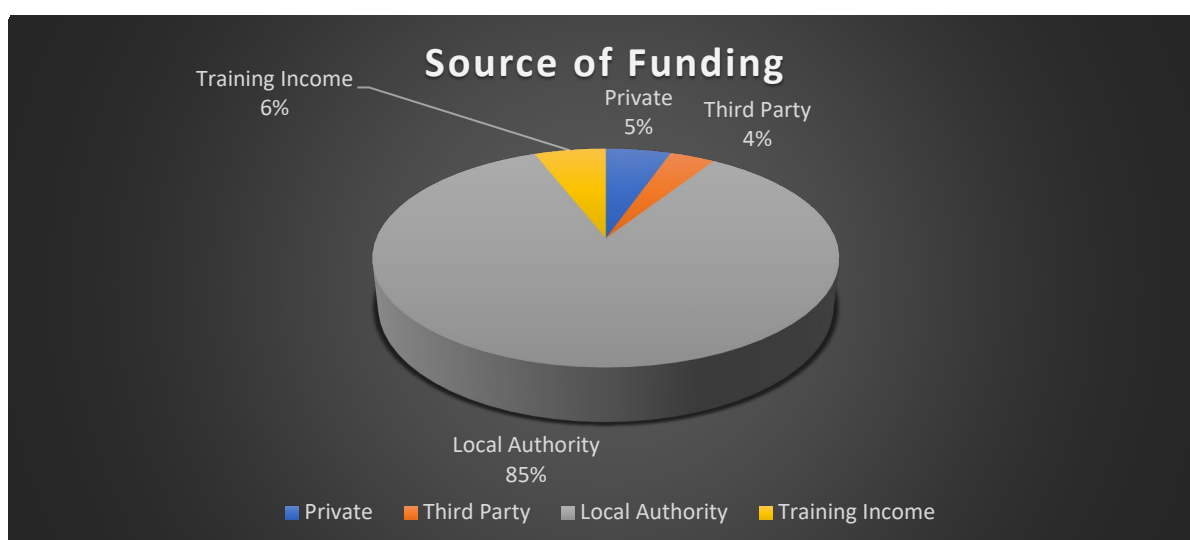
During the financial year 2023-2024, OCTA revenue has mainly been derived from the care element of the organisation (94%). OCTA has three different branches (Oasis South, Oasis West and Oasis Central) and below shows how revenue has been distributed between the branches for 2022-2023.



For 2023-2024, The three branches have seen an increase in revenue generated across the board. Management are on course to achieving Oasis West and Oasis Central having a fair share of revenue and income to be more evenly distributed across Oasis Care. This will minimise the risk of reliance on any branch in the years to come.

## Type Of Revenue (Care)

Oasis Care main income is sourced from local authorities in London and accounts for 85% of care revenue. The rest of care income is made up from NHS and private individual service users.



Management is looking to secure a more balanced income streams with more emphasis on NHS and Private service users.

## Training Income 2023-2024

OCTA Training element has seen an increase of 31.72% from £628,966.10 to £466,886. This increase has been fundamentally down to second year of our Greater London Authority (GLA) contract which overlaps the academic years of 2021-2022 and 2022-2023 within the financial year of Oasis.

With budget for 2024-2025 and 2025-2026, the training arm is hoping to deliver an overall budget of £600,000 to £700,00.

For 2024-2025, The training arm will be delivering the following Apprenticeships (Main provider and Levy), Skills Bootcamp Care and Skills Bootcamp Early Years. This will be academic year 2024-2025 and will overlap two financial account year.

## Operating Expenditure

In 2023-2024, overall expenditure has seen an increase of **9.09% to** £11,324,359 (2022-2023: £9,272,823). This against the break drop of revenue increase of **7.55% (From £10,578,760 to £11,377,322)** shows strategic objectives of the organisation has been met by the organisation against highly competitive environment.



## BUSINESS DEVELOPMENT

OASIS Care and Training Agency has developed a comprehensive financial strategy for 2023-2026 that focuses on diversification, growth, and sustainability across multiple sectors. The agency aims to reduce its reliance on Domiciliary Care by expanding into new areas such as Cleaning/Domestic Services, Sheltered Housing, Care Homes, Flexi Care, Virtual Training Platform, and Dementia Pathway. This diversification is reflected in their projected growth figures, with OASIS Care expected to increase from £10.50M in 2024 to £11.20M in 2026.

A significant part of OASIS's financial strategy involves the development of OASIS Workforce Solutions, a new division that will encompass sectors such as Bus Drivers, Patient Transport, Security, Distributions, SEN School Transport, and Construction. This division shows the most dramatic growth projections, expected to rise from £10.30 in 2024 to £14.6M in 2026. To support this expansion, OASIS is allocating funds for setting up operator licenses, business plan consultancy, and purchasing a care home. They have budgeted £50,000 for Bus Drivers, £15,000 for Patient Transport, and £10,000 each for Security, Distributions, and Construction sectors.

The agency is also investing heavily in its training division, OASIS Training. By expanding apprenticeship programs, Adult Education Budget (AEB) courses, Skills Bootcamps, and DWP initiatives, they project significant growth in training revenue from £600,000 in 2024 to £1.5M in 2026. This focus on training and skills development not only diversifies their revenue streams but also addresses the growing demand for qualified professionals in the care sector.

OASIS's financial strategy also emphasises sustainable financial management. They are developing pricing structures and revenue projections to ensure agency profitability and exploring potential expansion into new geographical areas as the agency grows. The agency continues to pursue public sector contracts through competitive tendering, investing in the preparation of tender submissions and improving the tender process. Simultaneously, they are targeting private sector opportunities by offering services directly to private clients who do not qualify for local authority funding and to employer customers seeking recognised qualifications for their staff.

## BUSINESS DEVELOPMENT

Technology integration forms another crucial part of OASIS's financial strategy. They plan to implement new software solutions to enhance workflow and efficiency, including advanced applicant tracking systems and recruitment software. This technological investment is expected to improve operational efficiency and support their growth objectives.

Marketing and brand development are also key components of the financial strategy. OASIS plans to strengthen its social media presence to improve recruitment targets and brand recognition. They will create sector-specific marketing campaigns for their new ventures, aiming to establish a strong presence in each of their new sectors.

Overall, OASIS Care and Training Agency's financial strategies demonstrate a commitment to growth, diversification, and sustainability. By expanding into new sectors, improving existing services, and focusing on both public and private sector opportunities, OASIS aims to significantly increase its turnover from £21.70M in 2024 to £26.05M in 2026. This ambitious growth plan, coupled with a focus on continuous improvement and adaptation to market changes, positions OASIS for success in the evolving care and training landscape.



**DEBBIE DABREO**

Business  
Development and  
Compliance Manager

## VOCATIONAL TRAINING SERVICES

The Oasis Training Department is pleased to present its 23/24 Annual Report, highlighting our mission, values, and the significant achievements and initiatives undertaken in the past year. As an organisation dedicated to supporting economically inactive, low-paid, and at-risk individuals, we have remained steadfast in our commitment to providing employment opportunities, training, and development to empower our clients and the local community.

### **Mission and Values:**

Our mission at the training department is to support the most economically inactive, employed low-paid, and those at risk of redundancies. We achieve this by providing information, advice, and guidance, employment opportunities, and further training and development to support our customers in employment. Central to our values is the aim to support at least 70% BAME client group and at least 60% women, reflecting our commitment to diversity and inclusivity. We are dedicated to reaching our goals by expanding our stakeholder network, including employers, Jobcentre Plus, and local communities, to create a robust support system for our clients.

### **Reflection on the Past Year:**

The past year has been marked by numerous successes and impactful initiatives that have furthered our mission and values. We have continued to make a positive difference in our local communities through the delivery of apprenticeships, skills bootcamps, and the ESOL DWP program. These efforts have not only provided valuable opportunities for our clients but have also contributed to the overall economic and social well-being of the community.

### **Apprenticeships:**

Our apprenticeship delivery has been a cornerstone of our efforts, reaching 50 apprentices across a diverse range of standards. These include Business Administrator level 3, Health and Social Care levels 2 to 5, Digital Marketing level 3, Early Years levels 2 to 5, Teaching Assistant level 3, and Leadership and Management levels 5 to 7. This comprehensive approach to apprenticeship standards underscores our commitment to catering to a wide spectrum of skills and career paths. Furthermore, our expansion of the employer engagement team with more experienced staff reflects our strategic investment in building strong partnerships with employers, essential for creating sustainable employment opportunities for our clients.

### **Skills Bootcamps:**

The successful delivery of Wave 3 and the subsequent award of Wave 4 Skills Bootcamps (SBC) have been instrumental in supporting employers and unemployed clients in the Care sector. Between May 2023 and March 2024, we have supported 226 starts, 200 achievements, and 71 progressions, demonstrating the tangible impact of

## VOCATIONAL TRAINING SERVICES

our efforts in providing valuable skills and support to individuals seeking employment in the Care sector.

### **ESOL DWP Programme:**

Our pilot program to support Somali-speaking UC claimants in Woolwich (SE18) has been a testament to our responsiveness to the diverse linguistic and cultural backgrounds of our clients. Over a period of 3 months, we engaged and supported 13 learners, addressing specific language and communication needs within the community. This targeted approach reflects our commitment to addressing the unique needs of our client base.

### **Workforce Development Fund:**

Our commitment to workforce development is evident in our management of the Workforce Development Fund. By keeping the workforce data set up to date and claiming £12,000 through the Skills for Care Workforce Development Fund (WDF), we have demonstrated our proactive approach to securing resources for the professional development of our workforce. This investment not only enhances the skills and capabilities of our staff but also contributes to the overall quality of service delivery and support provided to our clients.

In conclusion, the Oasis Training Department's 23/24 Annual Report reflects a year of significant achievements and impactful initiatives aimed at supporting economically inactive, low-paid, and at-risk individuals. Our commitment to diversity, collaboration with stakeholders, and strategic investments in training and development have made a tangible difference in the lives of our clients and the local community. Looking ahead, our dedication to expanding opportunities and addressing the evolving needs of the workforce positions us as a key player in driving positive change and empowerment within the community. We remain committed to our mission and values and look forward to continuing our efforts to create a more inclusive and prosperous future for all.



**ALFRED GREZAJ**

Commercial Training  
Director

Over the past 12 months, we have faced numerous challenges. After a strong performance in Q3 and Q4 last year, market issues caused a slowdown in Q1 and Q2 of 2024. Despite these hurdles, our core expertise in driver recruitment has been recognised, and we have maintained our client base in regions such as Bristol, London, Oxford, and East Anglia while gaining new clients in Essex and Newcastle. At OWS, we are committed to social value and sustainability. Our strong community connections enable us to offer responsive and viable services.

### **Business Focus for 2023/24**

Our focus for 2023/24 is built on four crucial pillars: Capacity, Quality, Capability, and Efficiency.

Our dedication to fostering a positive workplace culture for office staff and drivers supports these pillars.

- **Capacity:** We aim to expand our capabilities within the bus industry and the transport and coordination sectors. We are also exploring opportunities in other service industries, including cleaning, warehouse staff, customer service, retail, and security.
- **Quality:** We are committed to continuous innovation and improvement, striving to be the preferred supplier for our clients and candidates.
- **Capability:** We support the development of our personnel, equipping them to deliver innovative solutions and service excellence. This year, we have seen growth among our apprentices and senior staff members.
- **Efficiency:** We aim to establish streamlined systems and processes to simplify operations and explore innovative software solutions.

### **Achievements**

Our efforts to diversify our business model have led to several significant milestones:

- Gained a TFL license to operate 100 routes.
- Obtained an operator license to run 15 minibuses.
- Achieved a transport manager qualification for our operations manager.
- Received approval for SEN transport in several London boroughs.

### **Looking Forward**

With ongoing challenges in the bus and coach sector, particularly around government funding, many operators have reduced their reliance on temporary drivers. We have focused on diversifying our services and have secured a TFL license to operate SEN routes and non-emergency patient transport and HGV driving opportunity.

## Priorities for 2023/24

Our key priorities for 2023/24 include:

- Scaling up our business to meet customer requirements.
- Refine our recruitment processes by learning from past experiences.
- Embracing industry best practices.
- We focus on candidates who align with our culture, emphasising driving competence and expertise.
- Promoting knowledge, skills, and learning opportunities for our full-time staff and apprentices.
- Increasing our market profile to aid recruitment.

## Aims for 2024/25

- Establish a more substantial social media presence.
- Explore and implement new software solutions.
- Provide comprehensive training to staff to achieve target goals.
- Enhance recruitment processes.
- Attract and retain high-quality driving professionals.

## Expansion into Other Services

Over the past year, we have tasted other sectors, like cleaning, and we want to build on these and other sectors.

- SEN transport - Non-emergency patient transport
- Supplying security staff. - Amazon partnership (application submitted)
- Providing delivery drivers - Offering warehouse operatives.

Our expansion into these sectors demonstrates our commitment to broadening our service offerings and adapting to the evolving needs of our clients and candidates.



## OASIS CARE MANAGEMENT REPORT

OASIS Care Management team undertook major initiatives and changes over the past year. We have made significant strides in improving our care assessment processes, adapting to new regulatory frameworks, enhancing staff training, and refining our operational procedures. These changes have positioned us to provide even higher quality, more personalised care to our clients while ensuring regulatory compliance.

### New Care Assessments

One of our most impactful changes this year was the introduction of a new care assessment system using People Planner software. This digital platform has revolutionised how we conduct and manage personalised care assessments:

- *Streamlined Process:* The new system allows for more efficient data entry, retrieval, and analysis of care assessment information.
- *Enhanced Personalisation:* People Planner enables us to create more tailored care plans that better address individual client needs.
- *Improved Accessibility:* Care staff can now access up-to-date client information securely from any location.
- *Better Compliance:* The system helps ensure all required assessment elements are completed consistently.



### Staff Training

To support this transition, we conducted comprehensive training for all office staff on completing personalised care assessments using the new system. This training focused on:

- Navigating the People Planner interface
- Best practices for conducting thorough assessments
- Techniques for capturing client needs and preferences accurately
- Proper documentation and record-keeping procedures

## OASIS CARE MANAGEMENT REPORT

### **E-Learning: Introduction of Blended Learning**

Blended learning was introduced for all care staff whereby all relevant courses are accessed online by the care workers, which is then completed by specific face-to-face training. Since the start of our blended learning process, we have achieved.

- *Online Modules:* We now offer a comprehensive suite of e-learning courses covering essential care topics and regulatory requirements.
- *In-Person Training:* Hands-on workshops and practical sessions complement the online learning to reinforce key skills.
- *Continuous Assessment:* Regular knowledge checks and competency evaluations ensure staff maintain high standards of care delivery.

	<b>Central Branch</b>	<b>South Branch</b>	<b>West Branch</b>
<b>Course Completed</b>	3544	4266	5047
<b>Percentage Completed</b>	68%	32%	41%

The branches have completed around 17,000 total online courses delivered.

### **Adoption of New CQC Assessment Framework**

In response to regulatory changes, we have fully adopted the new Care Quality Commission (CQC) assessment framework introduced in late 2023. Key aspects of our implementation include: two CQC inspections in 2023 at South and West branches with contrasting outcomes. The CQC inspection in South Branch in late 2023 was a success whilst CQC Inspection on West was a failure. Since the inspection, the West Branch team have made a number of wholesome changes that has resulted in much better outcomes for the following CQC Inspection in April 2024.

### **Quality Statements**

We have now aligned our processes with the new quality statements, replacing the previous Key Lines of Enquiry (KLOEs).

- *Evidence Collection:* We have refined our methods for gathering and presenting evidence across all required categories, including people's experiences, staff feedback, partner input, observations, processes, and outcomes.
- *Continuous Improvement:* We have implemented systems to regularly review and enhance our performance against the five key CQC questions (Safe, Effective, Caring, Responsive, and Well-led).

## OASIS CARE MANAGEMENT REPORT

### HR Process Improvements

We have overhauled our human resources processes to better support our workforce:

- *Digital Onboarding:* A new online system streamlines the hiring and orientation process for new employees.
- *Performance Management:* We have implemented a more robust, ongoing performance evaluation system to support staff development.
- *Employee Wellbeing:* New initiatives have been launched to support staff mental health and work-life balance.

### Policy Updates

A comprehensive review and update of all organisational policies has been completed to ensure alignment with current best practices and regulatory requirements. Key changes include:

- Enhanced safeguarding procedures
- Updated infection control protocols
- Revised medication management guidelines
- New environmental sustainability policies



### Well-Led Process Enhancements

To strengthen our leadership and governance, we have:

- Implemented a new leadership development program for managers, with 2 Managers enrolled for Level 7 Management courses.
- Enhanced our quality assurance and audit processes
- Improved communication channels between leadership and frontline staff
- Established a formal process for gathering and acting on stakeholder feedback

As we move forward, The Care Management Team remain committed to continuous improvement and excellence in all aspects of our operations.

## OASIS ELECTRONIC CALL MONITORING

### **Background**

Over the past four years, Oasis Care & Training Agency has transitioned from a solely paper-based organisation to one that is almost entirely paperless, with over 95% of Oasis Care's both administrative & care management processes done on innovative tailored platforms. CM2000 & HAS Portal along with establishing a Monitoring Dept. were just the start of a long but very fruitful journey into modernising and digitalising Oasis Care and Training Agency to enhance compliance, quality assurance and a satisfactory person-centred care service.

ECM Officers monitor Live over 1,250 scheduled visits every day and more than 3,700 regulated care plan activities including service user medications. Our ECM officers are dedicated to supporting our care staff in real-time. The benefits of Live View monitoring are twofold, we have peace of mind and verification that our service users are receiving their scheduled care at the correct times, all care visits are checked in and out, that all information is recorded, and that medication is accurately managed. Our ECM Officers support and keep track of lone care workers while out in the field. Our Monitoring Dept. collaborates closely with the care teams in three Oasis branches, HR and Finance. With real-time alerts, ECM Officers flag up any concerns to the related care teams and care managers who address care worker compliance failures, carry out necessary checks and investigate near miss visits. ECM officers complete daily and weekly visit audits to confirm all visit logs are completed for finance to process care staff payments at the end of each month.

This is a brief summary of Oasis Care's vision and objectives for migrating to and implementing Access Care Management Solutions, along with the past year performance and achievements.

### **Overview**

As part of our strategic improvement plan, Oasis Care is committed to achieving performance-based results with the latest care management technology. The past year has seen advancements and achievements in streamlining all areas, including administrative performance, service quality, and considerable accomplishment in monitoring, reporting, analysing, and establishing specific protocols for action. Choosing to partner with the best in the technology market, Access next-generation ecosystem platforms enable us to accomplish the required statutory compliance and inspection frameworks by the Care Quality Commission.

### **Added Value:**

The features of Access Care Management Solutions, as well as how the system was executed were critical to our migration's reliability and success. The majority of our data was on both CM2000 and HAS Portal, which are integrated and managed by Access Group, making our move and migration seamless.

## OASIS ELECTRONIC CALL MONITORING

### **Our Vision:**

To optimise the way we deliver care, utilising innovative software technology allows us to gain a better administrative process with a single view of our entire organisation, including people, processes, and care management platforms. That view being offering better person-centered care service and enhancing monitoring, reporting and evaluation to produce tangible strategies to meet the compliance regulations and CQC's inspection frameworks. It is also crucial to advance the working environment for our personnel, care workers, and service users through digital transformation.

### **Our Objectives:**

- Advance internal administrative processes with a quality work-stream to optimise evidence-based person-centred care service.
- Well-structured and clear care plans to achieve 100% required statutory compliance collecting evidence against regulated activities.
- Obtain a complete HR system comprising of all critical care staff information and compliance training requirement records.
- Acquire a wide range of custom developed audit reports, filtered by client or carer enabling detailed in-depth reviews for service improvement agendas.
- Attain comprehensive intuitive dashboards to enhance our Live monitoring, improving support to our care workers to achieve service quality and safety.
- To Acquire an empowering comprehensive system to assess progress against the planned milestones and the implementation of policies and procedures.

### **Access Project implementation**

Our Access systems were tailored to our specific needs during the project planning and implementation phases, which began in July 2023. We were able to design and implement our unique environment thanks to scoping workshops and trainings. Oasis Care Access systems went live throughout our three branches and Live Monitoring Department in November 2023.

Configuring our needs and preferences enabled us to fulfil our objectives, align our processes and procedures with CQC guidelines, and meet regulatory requirements.

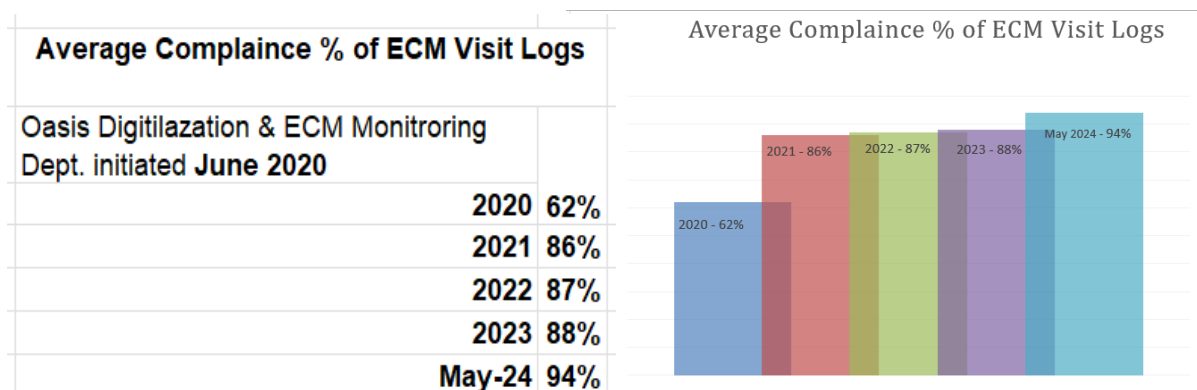
### **Challenges**

We encountered a few hurdles during the full digitalisation of our processes, including a complete cultural shift in the way we work both internally and externally. Our care staff resisted at first because this was our second move to a new platform in four years. Some carers found it hard but after using the system and experiencing first-hand all of the benefits and the continuous support they were receiving from the ECM Officers they were on board and satisfied.

## OASIS ELECTRONIC CALL MONITORING

### Achievements

Recognising our respective strengths and the unique contributions we make to achieving Oasis Care's vision and goals, Oasis Care Monitoring Dept. plays an outstanding and critical role in ensuring communication, collaboration and results. Access Platforms have upgraded Oasis Care to achieve significant compliance improvements with single version of records, data, and information, sharing, reviewing and updating is productive, cohesive and consistent throughout our organisation.



### Outlook for the future

We look forward to achieving empowering results through continues improvement in our internal and external working environments, meeting statutory and regulatory frameworks. And achieving 100% compliance in the 5 Key quality statements of the new CQC Single Assessment Framework



## QUALITY ASSURANCE

The Oasis compliance team's key responsibilities and functions are to:

- provide effective operation governance and quality improvement policies and frameworks
- ensure systems and processes are appropriate to deliver safe and effective personal care services – meeting legislative requirements and ensuring the best outcomes for service users and their representatives.
- oversee transparent and consistent processes within defined operation governance structures
- oversee robust monitoring, audit and quality improvement processes across branches care services
- ensure effective engagement with service users and their representatives and care staff regarding the quality of care.

If the team is concerned that a branch is not complying with their responsibilities, we will issue a compliance notice. If, after the branch has responded, the compliance team is still not satisfied that they are compliant, we can direct them to take action to ensure compliance.

The Oasis West Branch has lost its good rating and the branch alongside the compliance team have worked hard to complete all necessary actions. CQC have recently reinspected, and we await the results to be published soon. The Compliance team made several changes to its processes and practices to strengthen its quality assurance impact. This included enhancing the non-compliance internal processes, improving management of risk assessments, implementing service user/ care staff engagement strategy to address matters in a timely manner.



The new CQC single inspection framework already came into effect and has touched almost every aspect of care. Under the single inspection framework, the compliance team is preparing branches for the changes that will result from the introduction of the 34 Quality Statements. Against this backdrop, the compliance team has developed serious reporting forms and a redesigned audit methodology for use with the Quality Statements. We will use the insights gained to design audit processes that objectively assess performance, identify any areas of non-compliance, and assist branches to address those areas and reach confidently for improved performance.

## QUALITY ASSURANCE

Oasis Care is committed to providing effective operational governance and quality improvement frameworks. Our key responsibilities include:

- Ensuring systems and processes deliver safe and effective personal care services.
- Overseeing transparent and consistent processes within defined structures

We have recently undergone significant developments in our compliance and governance procedures. These include:

- Completion of a CQC reinspection, with results pending publication
- Implementation of the new CQC single inspection framework, encompassing 34 Quality Statements

Our organisation has made substantial process enhancements to improve our overall performance. These enhancements include:

- Strengthening non-compliance internal processes
- Improving management of risk assessments
- Implementing a service user and care staff engagement strategy

Branch performance is a critical aspect of our compliance efforts. In January 2024, our Oasis West Branch faced challenges:

- The branch was rated 'inadequate' for 'safe' and 'well-led' domains.
- Required improvements included enhancing quality assurance processes and reviewing risk assessments.

We have a robust system for addressing compliance issues. When branches are not meeting their responsibilities:

- Compliance notices are issued.
- Branches are required to respond with action plans.
- Further directives may be given if necessary.

Looking to the future, Oasis Care is focusing on several key areas to maintain and improve our compliance and governance standards:

- Adjusting branch performance monitoring to align with the new Quality Statements
- Designing fair and effective audit processes to assess performance and identify non-compliance.
- Supporting branches in addressing areas for improvement

This summary reflects our ongoing commitment to maintaining high standards of care and continuously adapting to regulatory changes across all our branches.

**Oasis Care & Training Agency**

**Charity No. 1044521**

**Trustees' Report and Audited Accounts**

**31 March 2024**

**Oasis Care & Training Agency**  
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**Oasis Care & Training Agency**  
**TRUSTEES ANNUAL REPORT**

The Trustees present their report with the audited financial statements of the charity for the year ended 31 March 2024.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Charity No. 1044521**

**Principal Office**

24-32 Murdock Street  
London  
SE15 1LW

**Trustees**

The following Trustees served during the year:

H.Y. Abdullahi	1/7/24 Resigned
A.M. Ahmed	
A. Hussein	
A.M. Ismail	
S.A. Yusuf	

**Key Management Personnel**

Chief Executive Officer	Mohamed Yusuf
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**Auditor**

GPRS Professionals Limited  
Hastingwood Trading Estate  
Unit G31  
35 Harbet Road  
London  
N18 3HT

**Bankers**

HSBC Bank PLC  
9 wellesley Road  
Croydon  
Surrey  
CR9 2AA

**OBJECTIVES AND ACTIVITIES**

The Charity is controlled by its governing document, a deed of trust, and constitutes an unincorporated charity.

When people are in need of social care or seeking employment they are supported by our personalised services to promote their physical, mental and emotional wellbeing, regain their independence, and feel valued as an individual.

## Oasis Care & Training Agency

### TRUSTEES ANNUAL REPORT

“Our vision is to be recognised as a leading provider of community care services and support work that is aimed at enhancing the quality of life for vulnerable people in London, whilst promoting diversity, quality learning opportunities and the overall social & economic well-being of the local communities that we serve.”

The United Kingdom formally exited the EU on 31 Jan 2020 after which the UK entered a period of transition with a custom's transitional arrangement in place until 1 July 2021. Since Brexit a lot of European citizens left the United Kingdom to go to their respective countries and this created a shortage of skilled and unskilled workers. The Government did not take appropriate and prompt steps to fill the gap in the work force in the United Kingdom. This has badly affected the care industry. To mitigate the staff shortage, we applied for a sponsorship licence to recruit overseas staff to fill the gap in our care sector.

Following the military escalation in late February 2022 there has been a significant increase in volatility in the fuel, gas and energy sector, commodities, and financial markets and exacerbating ongoing economic challenges, including inflation and global supply chain disruption.

### ACHIEVEMENTS AND PERFORMANCE

The trustees set a target of servicing about 600 service users in 2024 and using around 11,000 hours of care per week across 17 London boroughs which was swiftly met taking into account the increase in living costs.

### FINANCIAL REVIEW

The Charity gross income increased from £10.5M in 2023 to £11.3M in 2024 which was an increase of around 7.6% compared to 2023. However, the net income decreased from £200K in 2023 to £53K in 2024 which is a decrease of around 73% compared to 2023. The increase in gross income had a direct impact on the decrease in net income due to an increase in compliance costs, management and administrative staff. This was necessary for the future expansion of the business.

Unrestricted reserves are defined as general funds and are available to enable the charity to meet its objective. The aim of the reserve policy is to ensure that the charity's ongoing and future activities are protected from unexpected financial risks. This may include:

1. Unexpected increase or decrease in funding streams or costs. 2. The need to maintain a level of working capital required to meet cash flows needs. 3. The need to maintain specific funds to meet unexpected one-off expenditure impacts.

Currently our total reserves stand at £2,525,440 (2023: £2,472,477). After reviewing the Charity's forecast and projection over the strategic planning period and its reserves, the trustees have reasonable expectation that the charity has adequate resources to continue in operation for the near future.

The charity's unrestricted income is very sensitive to the delivery of the service provided in Care Industry and the external compliance that has to be met through the regulatory body of the industry. We monitor these risks closely through the Board of Trustees, Senior Management Team and the Finance Department.

Cash flow risks are minimised by setting an appropriate reserve policy, including adequate levels of working capital, close monitoring of the organisations funding flows from local authorities and private individual who use the service.

On 29th April 2021, 3 Companies were incorporated namely Oasis Transport and Recruitment Limited, Oasis Training Limited, and Oasis Workforce Solutions Limited. The immediate parent Company is Oasis Transport and Recruitment Limited who owns the entire share capital of Oasis Training Limited and Oasis Workforce Solutions Limited. The Ultimate parent organisation is Oasis Care and Training Agency who owns the entire share capital of Oasis Transport and Recruitment Limited. Therefore, Oasis Training Limited and Oasis Workforce Solutions Limited are the sub subsidiaries of Oasis Care and Training Agency. All the Companies and the charity have coterminous year ends. The whole profits of these companies will be donated to the Ultimate Organisation Oasis Care and Training Agency. The results of these subsidiaries and sub subsidiaries are not consolidated.

## Oasis Care & Training Agency

### TRUSTEES ANNUAL REPORT

Oasis Management Committee are continuously reviewing and assessing major risks to which our charity might be exposed. They have overall responsibility for ensuring the appropriate systems of control, financial and otherwise which exist. That includes responsibility for proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with Charities Commissions SORP. The board of trustees are also responsible for taking reasonable steps for the prevention and detection of fraud and other irregularities and providing reasonable assurance.

Oasis's policy is to maintain general reserves to give financial stability to the charity and to finance its activities. General reserves exclude restricted funds and revaluation reserves which allow Oasis to achieve its aims by managing the risks it faces and to fund future work to achieve its aims.

### PLANS FOR FUTURE PERIODS

The objective of the Charity is to be recognised by service users, local authority commissioners and Care Quality Commission as a quality provider across the registered boroughs. The Charity is also Ofsted registered to enable them to deliver training. The Charity is focussing to expand on its training arm to make use of available public funding streams to offer profit making programmes of accredited training that will increase the overall skill and qualification levels of the workforce whilst recruiting new care staff that are motivated to learn and professionally develop.

### Statement of trustees' responsibilities in relation to the financial statements

The charity trustees are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities requires the charity trustees to prepare financial statements which 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 these financial statements, the trustees are required to:

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

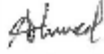
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the Trust deed. The Trustees are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Statement of disclosure of information to auditor

So far as the trustees are aware, there is no relevant audit information of which the company's auditors are unaware and each trustee has taken all the steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant information and to establish that the company's auditors are aware of that information.

Oasis Care & Training Agency  
TRUSTEES ANNUAL REPORT

Signed on behalf of the charity's trustees



A.M. Ahmed

Trustee

22 January 2025

## Oasis Care & Training Agency

### AUDIT REPORT UNQUALIFIED

#### Independent Auditor's Report to the Trustees of Oasis Care & Training Agency

##### Opinion

We have audited the accounts of Oasis Care & Training Agency (the 'charity') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the Notes to the Accounts, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the accounts:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024, and of its profit/loss 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 Charities Act 2011.

##### Basis for opinion

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

##### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the accounts is not appropriate; or
- the trustees have not disclosed in the accounts any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the accounts are authorised for issue.

##### Other information

The other information comprises the information included in the trustees' report and accounts, other than the accounts and our auditor's report thereon. The trustees are responsible for the other information.

Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the accounts or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement found in the trustees' report, the trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the accounts**

We have been appointed under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of this report**

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

*GPRS Professionals Ltd*

GPRS Professionals Limited, Accountants And Statutory Auditors

Hastingwood Trading Estate

Unit G31

35 Harbet Road

**Oasis Care & Training Agency**  
**AUDIT REPORT UNQUALIFIED**

London  
N18 3HT  
22 January 2025

GPRS Professionals Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a charity under section 1212 of the Companies Act 2006.

Oasis Care & Training Agency  
**STATEMENT OF FINANCIAL ACTIVITIES**  
for the year ended 31 March 2024

	Notes	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income and endowments from:</b>				
Donations and legacies	3	1	1	1
Charitable activities	4	153,731	153,731	444,744
Other trading activities		11,222,934	11,222,934	9,973,499
Investments		656	656	516
Other	5	-	-	160,000
<b>Total</b>		<b>11,377,322</b>	<b>11,377,322</b>	<b>10,578,760</b>
<b>Expenditure on:</b>				
Charitable activities		6,750	6,750	3,000
Other	6	11,317,609	11,317,609	10,377,272
<b>Total</b>		<b>11,324,359</b>	<b>11,324,359</b>	<b>10,380,272</b>
Net gains on investments		-	-	-
Net income	7	52,963	52,963	198,488
Net income before other gains/(losses)		52,963	52,963	198,488
<b>Other gains and losses:</b>				
Net movement in funds		52,963	52,963	198,488
<b>Reconciliation of funds:</b>				
Total funds brought forward		2,472,477	2,472,477	2,273,989
<b>Total funds carried forward</b>		<b>2,525,440</b>	<b>2,525,440</b>	<b>2,472,477</b>

**Oasis Care & Training Agency****BALANCE SHEET**

at 31 March 2024

Charity No. 1044521

		2024	2023
		£	£
<b>Fixed assets</b>			
Tangible assets	9	1,607,359	1,630,886
Investments	10	300	300
		<u>1,607,659</u>	<u>1,631,186</u>
<b>Current assets</b>			
Debtors	11	2,909,744	2,562,175
Cash at bank and in hand		234,697	128,519
		<u>3,144,441</u>	<u>2,690,694</u>
<b>Creditors: Amount falling due within one year</b>	12	<u>(1,152,589)</u>	<u>(885,059)</u>
<b>Net current assets</b>		1,991,852	1,805,635
<b>Total assets less current liabilities</b>		3,599,511	3,436,821
<b>Creditors: Amounts falling due after more than one year</b>	13	<u>(1,074,071)</u>	<u>(964,344)</u>
<b>Net assets excluding pension asset or liability</b>		<u>2,525,440</u>	<u>2,472,477</u>
<b>Total net assets</b>		<u>2,525,440</u>	<u>2,472,477</u>
<b>The funds of the charity</b>			
<b>Restricted funds</b>	14		
<b>Unrestricted funds</b>	14		
General funds		2,525,440	2,472,477
		<u>2,525,440</u>	<u>2,472,477</u>
<b>Reserves</b>	14		
<b>Total funds</b>		<u>2,525,440</u>	<u>2,472,477</u>

Approved by the trustees on 22 January 2025

And signed on their behalf by:



A.M. Ahmed

Trustee

22 January 2025

Oasis Care & Training Agency  
**STATEMENT OF CASH FLOWS**  
for the year ended 31 March 2024

	2024	2023
	£	£
<b>Cash flows from operating activities</b>		
Net income per Statement of Financial Activities	52,963	198,488
<b>Adjustments for:</b>		
Depreciation of property, plant and equipment	48,508	47,994
Dividends, interest and rents from investments	(656)	(160,516)
Increase in trade and other receivables	(347,570)	(62,581)
Increase/(Decrease) in trade and other payables	404,922	(95,320)
<b>Net cash provided by/(used in) operating activities</b>	<u>158,167</u>	<u>(71,935)</u>
<b>Cash flows from investing activities</b>		
Purchases of property, plant and equipment	(24,980)	(10,366)
Dividends, interest and rents from investments	656	160,516
<b>Net cash (used in)/from investing activities</b>	<u>(24,324)</u>	<u>150,150</u>
<b>Cash flows from financing activities</b>		
Repayment of borrowings	(27,665)	(27,104)
<b>Net cash used in financing activities</b>	<u>(27,665)</u>	<u>(27,104)</u>
<b>Net increase in cash and cash equivalents</b>	106,178	51,111
<b>Cash and cash equivalents at the beginning of the year</b>	128,519	77,408
<b>Cash and cash equivalents at the end of the year</b>	<u>234,697</u>	<u>128,519</u>
<b>Components of cash and cash equivalents</b>		
Cash and bank balances	234,697	128,519
	<u>234,697</u>	<u>128,519</u>

1 Accounting policies

**Basis of preparation**

The financial statements have been prepared in accordance with Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

**Change in basis of accounting or to previous accounts**

There has been no change to the accounting policies (valuation rules and method of accounting) since last year and no changes have been made to accounts for previous years.

**Fund accounting**

Unrestricted funds	These are available for use at the discretion of the trustees in furtherance of the general objects of the charity.
Designated funds	These are unrestricted funds earmarked by the trustees for particular purposes.
Revaluation funds	These are unrestricted funds which include a revaluation reserve representing the restatement of investment assets at their market values.
Restricted funds	These are available for use subject to restrictions imposed by the donor or through terms of an appeal.

**Income**

**Recognition of income** Income is included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to, and virtually certain to receive, the income and the amount of the income can be measured with sufficient reliability.

**Income with related expenditure** Where income has related expenditure the income and related expenditure is reported gross in the SoFA.

**Donations and legacies** Voluntary income received by way of grants, donations and gifts is included in the the SoFA when receivable and only when the Charity has unconditional entitlement to the income.

**Tax reclaims on donations and gifts** Income from tax reclaims is included in the SoFA at the same time as the gift/donation to which it relates.

**Donated services and facilities** These are only included in income (with an equivalent amount in expenditure) where the benefit to the Charity is reasonably quantifiable, measurable and material.

**Volunteer help** The value of any volunteer help received is not included in the accounts.

**Investment income** This is included in the accounts when receivable.

**Gains/(losses) on revaluation of fixed assets** This includes any gain or loss resulting from revaluing investments to market value at the end of the year.

**Gains/(losses) on investment assets** This includes any gain or loss on the sale of investments.

## Oasis Care & Training Agency

### NOTES TO THE ACCOUNTS

#### Expenditure

Recognition of expenditure	Expenditure is recognised on an accruals basis. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.
Expenditure on raising funds	These comprise the costs associated with attracting voluntary income, fundraising trading costs and investment management costs.
Expenditure on charitable activities	These comprise the costs incurred by the Charity in the delivery of its activities and services in the furtherance of its objects, including the making of grants and governance costs.
Grants payable	All grant expenditure is accounted for on an actual paid basis plus an accrual for grants that have been approved by the trustees at the end of the year but not yet paid.
Governance costs	These include those costs associated with meeting the constitutional and statutory requirements of the Charity, including any audit/independent examination fees, costs linked to the strategic management of the Charity, together with a share of other administration costs.
Other expenditure	These are support costs not allocated to a particular activity.

#### Taxation

The charity is exempt from tax on its charitable activities.

#### Tangible fixed assets and depreciation

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Freehold property	2% straight line
Plant & machinery	20% straight line
Furniture, fittings and equipment	20% straight line

#### Freehold investment property

Investment properties are revalued annually and any surplus or deficit is dealt with through the Statement of Financial Activities. No depreciation is provided in respect of investment properties.

#### Intangible fixed assets and amortisation

Intangible fixed assets (including purchased goodwill, patents and trademarks) are carried at cost less accumulated amortisation and impairment losses.

#### Stocks

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

#### Trade and other debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**NOTES TO THE ACCOUNTS**

**Cash and cash equivalents**

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. In the statement of financial position, bank overdrafts are shown within borrowings or current liabilities. In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the company's cash management.

**Trade and other creditors**

Short term creditors are measured at the transaction price. Other creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**Research and development**

Expenditure on research and development is written off in the year in which it is incurred.

**Foreign currencies**

Monetary assets and liabilities denominated in currencies other than the functional currency of the charity are translated at the rates of exchange prevailing at the end of the reporting period. Transactions in currencies other than the functional currency of the charity are recorded at the rate of exchange on the date that the transaction occurred. All exchange differences are taken into account in arriving at net income/expenditure.

**Leased assets**

Where the charity enters into a lease which entails taking substantially all the risks and rewards of ownership of an asset, the lease is treated as a finance lease.

Leases which do not transfer substantially all the risks and rewards of ownership to charity are classified as operating leases.

Assets held under finance leases are initially recognised as assets of the charity at their fair value at the inception of the lease or, if lower, at the present value of the minimum lease payments. The corresponding liability to the lessor is included in the balance sheet date as a finance lease obligation. Lease payments are apportioned between finance expenses and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance expenses are recognised immediately, unless they are directly attributable to qualifying assets, in which case they are capitalised in accordance with the charity's policy on borrowing costs.

Assets held under finance leases are depreciated in the same way as owned assets.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. In the event that lease incentives are received on entering into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis.

Oasis Care & Training Agency

NOTES TO THE ACCOUNTS

**Pension costs**

The charity operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the charity pays fixed contributions into a separate entity. Once the contributions have been paid the charity has no further payments obligations. The contributions are recognised as expenses when they fall due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the charity in independently administered funds.

**2 Statement of Financial Activities - prior year**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>
<b>Income and endowments from:</b>		
Donations and legacies	1	1
Charitable activities	444,744	444,744
Other trading activities	9,973,499	9,973,499
Investments	516	516
Other	160,000	160,000
<b>Total</b>	<u>10,578,760</u>	<u>10,578,760</u>
<b>Expenditure on:</b>		
Charitable activities	3,000	3,000
Other	10,377,272	10,377,272
<b>Total</b>	<u>10,380,272</u>	<u>10,380,272</u>
<b>Net income</b>	<u>198,488</u>	<u>198,488</u>
<b>Net income before other gains/(losses)</b>	198,488	198,488
<b>Other gains and losses:</b>		
<b>Net movement in funds</b>	<u>198,488</u>	<u>198,488</u>
<b>Reconciliation of funds:</b>		
Total funds brought forward	2,273,989	2,273,989
<b>Total funds carried forward</b>	<u>2,472,477</u>	<u>2,472,477</u>

**3 Income from donations and legacies**

<b>Unrestricted</b>	<b>Total 2024</b>	<b>Total 2023</b>
<b>£</b>	<b>£</b>	<b>£</b>
<u>1</u>	<u>1</u>	<u>1</u>
<u>1</u>	<u>1</u>	<u>1</u>

Oasis Care & Training Agency

NOTES TO THE ACCOUNTS

<b>4 Income from charitable activities</b>	<b>Unrestricted</b>	<b>Total</b>	<b>Total</b>
		<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Donations	83,166	83,166	444,744
Grant	70,565	70,565	-
	<u>153,731</u>	<u>153,731</u>	<u>444,744</u>
<b>5 Other income</b>		<b>Total</b>	<b>Total</b>
		<b>2024</b>	<b>2023</b>
		<b>£</b>	<b>£</b>
Other interest received		-	160,000
		<u>-</u>	<u>160,000</u>
<b>6 Other expenditure</b>	<b>Unrestricted</b>	<b>Total</b>	<b>Total</b>
		<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Bank loan and overdraft interest payable	74,980	74,980	48,966
Employee costs	10,606,985	10,606,985	9,732,716
Motor and travel costs	4,943	4,943	20,823
Premises costs	172,073	172,073	208,110
Amortisation, depreciation, impairment, profit/loss on disposal of fixed assets	48,508	48,508	47,994
General administrative costs	332,381	332,381	277,440
Legal and professional costs	77,739	77,739	40,839
	<u>11,317,609</u>	<u>11,317,609</u>	<u>10,376,888</u>
<b>7 Net income before transfers</b>		<b>2024</b>	<b>2023</b>
		<b>£</b>	<b>£</b>
This is stated after charging:			
Depreciation of owned fixed assets		48,508	47,994

Oasis Care & Training Agency

NOTES TO THE ACCOUNTS

8 Staff costs

Salaries and wages	6,362,292	5,485,508
Social security costs	220,469	186,901
Pension costs	110,467	88,905
	<u>6,693,228</u>	<u>5,761,314</u>

The executive director received emoluments in excess of £60,000.

The average monthly number of full time equivalent employees during the year was as follows:

	2024 Number	2023 Number
Management	15	11
Administration	45	40
Care staff	490	460
	<u>550</u>	<u>511</u>

9 Tangible fixed assets

	Land and buildings £	Plant & machinery £	Furniture, fittings and equipment £	Total £
<b>Cost or revaluation</b>				
At 1 April 2023	1,748,218	154,048	5,653	1,907,919
Additions	-	24,980	-	24,980
At 31 March 2024	<u>1,748,218</u>	<u>179,028</u>	<u>5,653</u>	<u>1,932,899</u>
<b>Depreciation and impairment</b>				
At 1 April 2023	139,857	131,746	5,429	277,032
Depreciation charge for the year	34,964	13,402	142	48,508
At 31 March 2024	<u>174,821</u>	<u>145,148</u>	<u>5,571</u>	<u>325,540</u>
<b>Net book values</b>				
At 31 March 2024	<u>1,573,397</u>	<u>33,880</u>	<u>82</u>	<u>1,607,359</u>
At 31 March 2023	<u>1,608,361</u>	<u>22,302</u>	<u>224</u>	<u>1,630,887</u>

10 Investments

	Other investments - Unlisted £	Total £
<b>Cost or revaluation</b>		
At 1 April 2023	300	300
At 31 March 2024	<u>300</u>	<u>300</u>
<b>Net book values</b>		
At 31 March 2024	<u>300</u>	<u>300</u>
At 31 March 2023	<u>300</u>	<u>300</u>

Oasis Care & Training Agency

NOTES TO THE ACCOUNTS

11 Debtors

	2024	2023
	£	£
Trade debtors	1,652,905	1,047,020
Other debtors	802,464	1,201,108
Prepayments and accrued income	454,375	314,047
	<u>2,909,744</u>	<u>2,562,175</u>

12 Creditors:

amounts falling due within one year

	2024	2023
	£	£
Bank loans and overdrafts	75,798	75,798
Trade creditors	-	2,426
Other taxes and social security	54,013	48,509
Other creditors	1,013,778	749,727
Accruals and deferred income	9,000	8,599
	<u>1,152,589</u>	<u>885,059</u>

13 Creditors:

amounts falling due after more than one year

	2024	2023
	£	£
Bank loans and overdrafts	936,679	964,344
Other creditors	137,392	-
	<u>1,074,071</u>	<u>964,344</u>

14 Movement in funds

	At 1 April 2023	Incoming resources (including other gains/losses ) £	Resources expended £	At 31 March 2024 £
<b>Restricted funds:</b>				
<b>Unrestricted funds:</b>				
General funds	2,472,477	11,377,322	(11,324,359)	2,525,440
<b>Revaluation Reserves:</b>				
<b>Total funds</b>	<u>2,472,477</u>	<u>11,377,322</u>	<u>(11,324,359)</u>	<u>2,525,440</u>

Oasis Care & Training Agency

NOTES TO THE ACCOUNTS

15 Analysis of net assets between funds

	Unrestricted funds	Total
	£	£
Fixed assets	1,607,359	1,607,359
Investments	300	300
Net current assets	1,991,852	1,991,852
Creditors due in more than one year and provisions	(1,074,071)	(1,074,071)
	<u>2,525,440</u>	<u>2,525,440</u>

16 Contingent Assets/Liabilities

There are no contingent liabilities to be disclosed in the financial statements at the year end.

17 Commitments

*Operating lease commitments*

Annual commitments under non-cancellable operating leases are as follows:

	2024 Land and buildings	2024 Other	2023 Land and buildings	2023 Other
	£	£	£	£
Operating leases with expiry date:				
In the second to fifth years inclusive	69,000	-	69,000	-
	<u>69,000</u>	<u>-</u>	<u>69,000</u>	<u>-</u>

*Pension commitments*

There were 244 (2023: 231) staff members enrolled on the Islamic Pension Trust operated by Carrey Pension Trustees UK for both years. The staff contributions on the pension scheme ranged from 4% to 5% (2023: 4% to 5%). The employer contributions on Islamic pension scheme ranged from 3% to 4% (2023: 3% to 4%).

	2024	2023
	£	£
The pension cost charge to the charity amounted to:	<u>110,467</u>	<u>88,905</u>
Unpaid contributions due to the fund are included in other creditors and amounted to:	<u>74,957</u>	<u>80,826</u>

18 Post balance sheet events

There are no post balance sheet events to be disclosed in the financial statements at the year end.

Oasis Care & Training Agency

NOTES TO THE ACCOUNTS

19 Related party disclosures

		2024	2023
		£	£
<b>Transactions with related parties</b>			
<i>Name of related party</i>	AM Ahmed		
<i>Description of relationship between the parties</i>	Trustees		
<i>Name of related party</i>	A Hussein		
<i>Description of relationship between the parties</i>	Trustees		
<i>Name of related party</i>	A M Ismail		
<i>Description of relationship between the parties</i>	Trustees		
<i>Name of related party</i>	A A Yusuf		
<i>Description of relationship between the parties</i>	Trustees		
<i>Name of related party</i>	Oasis Transport & Recruitment Limited		
<i>Description of relationship between the parties</i>	Subsidiary		
<i>Name of related party</i>	Oasis Workforce Solutions Ltd		
<i>Description of relationship between the parties</i>	Sub-subsidiary		
<i>Description of transaction and general amounts involved</i>	related parties		
<i>Amount due from/(to) the related party</i>		137,392	(401,108)
<i>Name of related party</i>	Oasis Training Limited		
<i>Description of relationship between the parties</i>	Sub- subsidiary		

Oasis Care & Training Agency  
**DETAILED STATEMENT OF FINANCIAL ACTIVITIES**  
for the year ended 31 March 2024

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income and endowments from:</b>			
Donations and legacies	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>
Charitable activities			
Donations	83,166	83,166	444,744
Grant	70,565	70,565	-
	<u>153,731</u>	<u>153,731</u>	<u>444,744</u>
Other trading activities			
Domiciliary care	10,593,968	10,593,968	9,506,613
Training income	628,966	628,966	466,886
	<u>11,222,934</u>	<u>11,222,934</u>	<u>9,973,499</u>
Investments			
Deposit account interest	656	656	516
	<u>656</u>	<u>656</u>	<u>516</u>
Other			
Other interest received	-	-	160,000
	<u>-</u>	<u>-</u>	<u>160,000</u>
<b>Total income and endowments</b>	<b>11,377,322</b>	<b>11,377,322</b>	<b>10,578,760</b>
<b>Expenditure on:</b>			
Charitable activities			
Donations	6,750	6,750	3,000
	<u>6,750</u>	<u>6,750</u>	<u>3,000</u>
<b>Total of expenditure on charitable activities</b>	<b>6,750</b>	<b>6,750</b>	<b>3,000</b>
Other expenditure			
Bank loan and overdraft interest payable	74,980	74,980	48,966
	<u>74,980</u>	<u>74,980</u>	<u>48,966</u>
Employee costs			
Salaries/wages	6,362,292	6,362,292	5,485,508
Employer's NIC	220,469	220,469	186,901
Pension costs	110,467	110,467	88,905
Staff training	314,692	314,692	206,850
Temporary staff	16,806	16,806	30,597
Subcontractors	3,582,259	3,582,259	3,733,955
	<u>10,606,985</u>	<u>10,606,985</u>	<u>9,732,716</u>
Motor and travel costs			
Travel and subsistence	4,943	4,943	20,823

Oasis Care & Training Agency

DETAILED STATEMENT OF FINANCIAL ACTIVITIES

	4,943	4,943	20,823
<b>Premises costs</b>			
Rent	98,477	98,477	133,781
Rates	886	886	6,844
Light, heat and power	8,738	8,738	8,882
Premises cleaning	34,862	34,862	15,110
Premises repairs and maintenance	29,110	29,110	43,493
	<u>172,073</u>	<u>172,073</u>	<u>208,110</u>
<b>General administrative costs, including depreciation and amortisation</b>			
Depreciation of land and buildings	34,964	34,964	34,964
Depreciation of Plant & machinery	13,402	13,402	12,889
Depreciation of Furniture , fittings and equipment	142	142	141
Bank charges	53,718	53,718	39,008
General insurances	36,759	36,759	40,131
Software, IT support and related costs	176,791	176,791	105,201
Stationery and printing	24,964	24,964	30,679
Subscriptions	1,396	1,396	18,797
Sundry expenses	28,669	28,669	29,772
Telephone, fax and broadband	10,084	10,084	13,852
Advertising	-	-	384
	<u>380,889</u>	<u>380,889</u>	<u>325,818</u>
<b>Legal and professional costs</b>			
Audit/Independent examination fees	9,000	9,000	8,600
Consultancy fees	6,000	6,000	6,840
Other legal and professional costs	62,739	62,739	25,399
	<u>77,739</u>	<u>77,739</u>	<u>40,839</u>
<b>Total of expenditure of other costs</b>	<u>11,317,609</u>	<u>11,317,609</u>	<u>10,377,272</u>
<b>Total expenditure</b>	11,324,359	11,324,359	10,380,272
Net gains on investments	-	-	-
<b>Net income</b>	<u>52,963</u>	<u>52,963</u>	<u>198,488</u>
<b>Net income before other gains/(losses)</b>	52,963	52,963	198,488
Other Gains	-	-	-
<b>Net movement in funds</b>	<u>52,963</u>	<u>52,963</u>	<u>198,488</u>