

Company number: 05300083 (England and Wales)

Charity number: 1107554

**Oasis Aquila Housing Ltd**  
(A company limited by guarantee)

**Directors Report and Financial Statements**  
**For the year ended 31 August 2021**

**Oasis Aquila Housing Ltd**  
**(Trading as Oasis Community Housing - A company limited by guarantee)**

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Report to the Trustees'

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## INTRODUCTION

The 2020-21 financial year, like the year before it, has been another extraordinary year in the history of Oasis Community Housing (OCH). The second year in a row incorporating the global Covid-19 pandemic, FY 20-21 presented both challenges and opportunities the likes of which OCH would not expect to see in most other circumstances.

The year was broadly split into two halves. The period September to February was very much defined by the height of the pandemic and its implications for our work, whilst in the period March to August we saw the receding impact of the pandemic and a transition towards the 'new normal'.

Nevertheless, FY 20-21 can still be differentiated from FY 19-20 in the extent to which OCH has learned to live with the uncertainty which Covid-19 has brought and our ability to find creative solutions to the challenges the pandemic brings. This is true of every part of our work: from the types of services we provide; to the way our long-term services are structured; to the ways that we fundraise or the changes we have made to working patterns.

It is encouraging for us that the financial performance of OCH in these testing times has remained exceptionally strong, that the staff have remained resolute, compassionate and effective, and that our vital, frontline work is increasingly seen by our key partners to be an integral component of the response to homelessness in the places where we work.

As we detail the missional and financial performance over the last financial year below, it reminds us that we can approach the coming year with confidence in our finances, our people and above all our mission.

## OUR CONTEXT, OUR ACTIVITIES AND OUR ETHOS

Oasis Community Housing (OCH) is a charity with 37 years' experience of providing a Christian response to homelessness and disadvantage. Our expertise and emphasis is on providing bespoke housing and support to those facing crisis and particularly homelessness.

This finds its expression in four broad activities which cover all of our work: Home (Supported Accommodation), Basis (Crisis Services), Aspire (Employability Programmes) and Empower (Domestic Abuse Support). Each of these broad activities is outlined in greater detail below.

We do this work because we believe all people are made in the image of God and are created to be loved. We believe the image of God is expressed most fully together in community.

Our vision is: *For everyone to be part of a community where they are included, belong and have what they need to reach their God-given potential.*

Our mission is: *To transform communities by creating access to housing, addressing homelessness and journeying with people as they fulfil their God-given potential.*

OCH is a subsidiary of the Oasis Charitable Trust (OCT) which brings together the following organisations to create integrated, empowered and inclusive communities so that all people experience wholeness and fullness of life. The other subsidiaries of OCT are:

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- Oasis Community Learning – a Multi-Academy Trust running 53 primary and secondary schools across England
- Oasis Community Partnerships – a Community-based charity doing grassroots community development, including youth work and other locally-owned projects in 36 hubs across England

OCH and these other subsidiaries of OCT are increasingly aiming to work together in an integrated way where possible, on the ground in some of the most disadvantaged communities in England.

Our work is also growing where we already are, and during 19-20, our work grew exponentially in Southwark as a result of winning a larger contract with the Local Authority, and significantly in Sunderland as we expanded our Basis Beds provision to the city.

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**Oasis Community Housing's Activity**

Oasis Community Housing has a strong track record in supporting vulnerable people to become thriving, contributing members of the local community. Our core activity since inception has been in the field of supported housing, which we call **Home**. Through this work we have developed specialist services to support homeless young people, homeless young mums and their children, and increasingly anyone who finds themselves homeless. Our aim is to provide quality accommodation and holistic support, while promoting independence at all times.

We also operate drop-in centres for individuals facing a homelessness crisis and a continuum of accommodation along a spectrum, including Housing First provision, and a range of other activity for those in crisis which we call **Basis**.

Furthermore, we address the causes of homelessness by working with those affected by Domestic Abuse, which we call **Empower** and by barriers to employment, which we call **Aspire**. We undertake all of this activity because in some way these issues contribute to the causes or consequences of homelessness.

**Oasis Community Housing's Ethos:**

Our ethos is rooted in the Christian faith and we have five core values, which come from elements of this faith, reflected in the life and work of Jesus. These values are:

- **Hope** – We have a deep sense of hope that things can change and be transformed, regardless of what the current circumstances may say. We will encourage those we serve to dream big dreams.
- **Worth** – We believe in the inherent worth and dignity of all people, we will therefore treat everyone equally, respecting differences.
- **Inclusion** – Everyone has a need to belong. So we are passionate about including everyone.
- **Perseverance** – We are committed to people and communities for the long term, and will give second, third and fourth chances.
- **Life** – We will work to enable 'life in all its fullness' to be a reality for those we work with.

Our organisation is comprised of staff and volunteers from all faiths and none, but all our staff understand and sympathise with the Christian ethos and values of Oasis Community Housing and commit to embedding these values in their work.

We consider our Christian ethos to be a reason to champion equal opportunities, stemming from our belief that all are made in Gods image, and we are committed to both the transformation of communities and to the inclusion of every person in that process. It is because of our Christian ethos, not in spite of it, that in all that we do Oasis Community Housing will:

- Serve and respect all people regardless of their age, disability, gender, race, ethnic origin, religion or beliefs, pregnancy or maternity status, marital or civil partnership status, sexual orientation, physical and mental capacity
- Acknowledge the freedom of people of all faiths and none to both hold and to express their beliefs and convictions respectfully and freely, within the limits of the UK law
- Never impose its Christian faith or belief on others.

### **Oasis Community Housing's Strategy**

Oasis Community Housing believes that by delivering services of a high quality, infused with our ethos and values that we will be successful in supporting people to overcome challenges and fulfil their potential.

In 2020-21 OCH completed our three year 2018-21 Organisational Strategy, as well as consulting on, planning and writing our strategy for the next three years from 2021-24.

This new strategy will build upon the successful performance and growth in our work over the preceding three years. Our performance and growth could be measured in many ways, but which would certainly include:

- The near doubling our turnover from £2.46 million in 2015-16 to a £4.4 million by Aug 2021
- A growth in the number of Local Authorities in which we operate from 3 to 5
- A growth in the number of staff from 56 FTE to 74 FTE
- Consistently being awarded a Best Companies Very Good or Outstanding rating
- A step change in our profile and recognition in social media terms
- The award of several new local authority and central government contracts and grants
- Consistently supporting around 2,000 individuals every year to stop or prevent their homelessness

Our new 21-24 Strategy has five organisational objectives are:

1. Our Growth: To have a substantial range of all of our activity in at least four English regions
2. Our Leadership: To be sought out as a valued and respected homelessness charity by key stakeholders in the Church, local authority, housing associations, government departments and the wider sector
3. Our Ethos: To ensure that our Christ-centred ethos and values remain central to the way that we work, and that we are articulating it in the way that we talk about it to others
4. Our Sustainability: To be a financially-resilient organisation with a sustainable and mixed income stream
5. Our Team: To ensure we have the right people, processes and tools to support these strategic objectives

### **RESOURCING AND SUPPORTING OUR WORK**

During 2020-21 our fundraising activity has been delivered by our Business Development Unit. The team underwent some significant staff changes at the start of the year, with a new Corporate Fundraiser, Communications Manager and Fundraising and Communications Coordinator joining the team. Our new staff have brought added depth of experience to our fundraising enabling us to continue to raise funds despite the challenges of the post-Covid era. Specifically we have seen the introduction of several new fundraising products: Midday Oasis a bi-monthly corporate networking event; Mile in Their Shoes a community sponsored walk; Oasis Cup a 5-a side football tournament and Cornerstone Givers, a new individual giving programme. In addition we have further developed our long running Christmas campaign 'Giving a Home' to incorporate a virtual gingerbread house which ensured its success despite Covid-19 restrictions around social distancing. Finally we have begun to increase awareness of our brand with an emphasis on campaigning on behalf of people facing homelessness. Over the past year this has focused on the trauma that many people who find themselves homeless have experienced in their lives. Our team performance secured both Restricted (RI) and Unrestricted Income (URI) targets in the year.

Our URI target of just over £208k proved a little too ambitious in the midst of a pandemic. It was our assessment from early in the pandemic that the most challenging financial year from a fundraising perspective would be 20-21, as the immediate crisis response from funders waned, and so it has proved. As such, we revised our URI target for the year down to £150k. At Year End we had secured £157k, which is 75.5% of the original target and presents a very positive outcome. On RI, there was less of a challenge, and our target was met by the end of Quarter 3. Overall, this enabled 2020-21 to be another successful year in fundraising terms, with the majority of our funding needs being met. We are pleased with this success given the continued challenges of the post-pandemic era which has been a catalyst for us to develop some exciting new systems, relationships and fundraising products.

This year we have invested in two key areas which should improve our fundraising going forward. Firstly, we have improved our data management by incorporating a new fundraising specific CRM database system called Donorfy. This tool is already proving a huge benefit to our fundraising work, enabling our donors to have control over the data they share and ensuring we keep donor data accurately and securely. Secondly we have conducted a review and redesign of our organisation's website based on feedback from internal and external customers. The new website is designed with donors in mind and makes connecting with and giving to Oasis Community Housing much easier. It is also more reflective of our client base, with stories and images that include more content from a BAME point of view, particularly important given the social context of 2020/21, our client demographics in Southwark and our desire to grow our donor base in London.

As we look to 2021-22 we seek to further develop our fundraising potential. Specifically we aim to recruit our first fundraising professional that will be based in London to draw on a new pool of donors in the capital, and also to recruit a Key Projects Relationship Manager to lead on securing statutory contracts both for existing services we deliver, but also in new geographic areas.

Finally, we were delighted in October 2020 to be awarded a Very Good rating from Best Companies, and to be listed as the 27th Best Not-for-Profit organisation on the Sunday Times Best Companies list, and as the 24th Best Company to work for in the North East of England.

### **Our Fundraising Standards**

We are members of the Institute of Fundraising and signatories to their Code of Fundraising Practice. Amongst other things, this means that any communications to the public made in the course of carrying out fundraising activity shall be truthful and reflect our ethos and values, that our appeals will state whether funds raised are for general funds or a specific purpose, and that all money raised via fundraising activities will be for the stated purpose of the appeal and will comply with the organisation's stated mission and purpose.

Where fundraising is carried out on our behalf, it is done so by corporate volunteers or church and community groups. In order to support this process and maintain our standards, we employ staff to work closely with these volunteers and supporters, and they are given relevant guidance where necessary. Furthermore, we have a Fundraising Statement which summarises our standards and approach to fundraising, and which is available for volunteers and other supporters.

All personal information collected by OCH is confidential, is not for sale or to be given away or disclosed to any third party without consent, and complies fully with GDPR standards. Nobody directly or indirectly employed by or

volunteering for OCH accept commissions, bonuses or payments for fundraising activities on behalf of the organisation, and no general solicitations are undertaken by telephone or door-to-door.

We have had no fundraising complaints in the last financial year, however if someone wants to make a complaint about our fundraising, we will tell them about our complaints procedure and provide it to them in writing upon request.

## **PROGRAMME PERFORMANCE IN 2020-21**

### **HOME**

**Overview:** Home is the department in which all of our supported accommodation sits, and is our longest-running stream of work.

#### **Key Projects:**

##### **Elizabeth House**

Elizabeth House continues to provide 24-hour staffed supported accommodation to 9 young mums and their preschool children in Gateshead. Staff at the project work closely with Children's Services, Health, Domestic Violence teams, Housing and other professionals, so that we can support some of the most at-risk young mums and their children in the borough, with a focus on preparing them for independent living. The project has been full throughout the year and staff have worked with 18 young mums and 21 children.

##### **Naomi Project and Naomi Flats**

The Naomi Project in Gateshead provides 24-hour supported accommodation for up to 8 young women aged 16 to 30 who are facing homelessness for a variety of reasons, including domestic violence, substance misuse recovery, mental health issues, offending, neglect, child removal and relationship breakdown. The needs of the young people coming into the service remains high and the team work closely with other OCH teams, LAC teams, Mental Health Services, GP's, Addiction services, Domestic Abuse services, Police, Probation, Colleges, Princes Trust, Gateshead Housing, Private Landlords and Food banks.

Over the last year we have supported young women through the trauma of domestic abuse, sexual exploitation and sex/drug trafficking and advocated for the young women around benefits, mental health and education. In total the project has worked with 14 young women this year, 3 of whom moved on to the Naomi Flats and 5 moved into their own tenancies. This work has all been done during the pandemic and the restrictions and challenges that COVID has brought. However, it has also given us more opportunities to cook, do crafts and learn decorating skills together, all of which the young women can take with them when they move into their own tenancies.

The Naomi Flats are four one-bed apartments, which provide move-on accommodation with greater independence for those leaving Naomi. During the year we have supported 6 young women, 1 of whom moved on successfully to her own tenancy with Gateshead Housing after overcoming addictions through re-hab, and 1 has moved on to live in Newcastle with a housing association and who regularly updates us on how the decorating is going, and the ornaments and pictures she has bought for the flat.

The COVID restrictions were particularly hard for the women in the Naomi flats, because of the isolation. We therefore had to look at different and creative ways to offer support. This included a lot of walks around Saltwell Park, feeding the ducks, and having support sessions on a bench whilst eating sandwiches. We also provided activity packs, colouring, jigsaws, and pamper packs.

### **Karis Project**

Karis provides six managed and supported tenancies to young mums aged 16 to 25 and their children in Gateshead and work closely with Gateshead Housing, Environmental Health, Health Visitors, Family Nurses, Midwives and Nurseries. The key aim of Karis is to empower parents and their children, who are most frequently excluded, to gain stability, overcome challenges and be included as part of their community. Some of the support offered includes help to access benefits, childcare and develop parenting skills. Last year the project supported 9 mothers and 10 children, 3 of whom moved into their own tenancies.

The COVID restrictions were challenging for our young mothers and support had to be done creatively, utilising gardens when weather permitted or walks in local parks. Activity packs were also given to the mothers and children and once restrictions were lifted, in person activities have included cookery and hand and feet printing.

### **Oasis Community Housing Foyer**

In June 2021, and with great sadness, Oasis Community Housing saw the closure of its Croydon project, The Foyer. While the charity grows its work in other areas, in Croydon our contract to provide youth services ended alongside The Foyer building being sold. In 2000, at the turn of the millennium, the vision for the project was to support young people on their journey from homelessness to independent living and, over the past 21 years, we have had the privilege of doing just that for more than 500 young people who have called The Foyer home. The provision of home – rather than just housing – for young vulnerable people has always been, and will continue to be a central priority for us. We will continue looking for opportunities to collaborate with Croydon Council, as an approved supplier, and we remain committed to supporting young people facing homelessness in the area – and across the rest of the UK.

### **The Southwark 16+ Support & Resettlement Service**

Oasis Community Housing work across 11 projects providing support, accommodation and resettlement services for looked after children, care leavers and young people at risk of homelessness in Southwark who are aged 16 years or over. All support is delivered through accommodation based services and this includes one 24-hour staffed 16-bed all female project, two mother and baby units and several dispersed shared and stand-alone properties serving both male and females across the borough.

During the period Sep 20 – Aug 21 OCH Southwark supported 81 young people, of which 83.95% were engaged in Education, Training or Employment. 26 out of 81 of those young people moved on positively from the service to live in the independent wider housing market, including social housing, student accommodation and the private rented sector. 4 young people also attended University, three in-house whilst remaining in OCH accommodation and one who moved on to student accommodation at the world-renowned Cambridge University.

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**Basis**

**Overview:** Basis is the department in which all of our emergency or crisis services are brought together. This work is ordinarily located in close proximity to a Basis drop-in, which is the direct access referral pathway for most of these projects.

**Key Projects:**

**58:7**

August 21 saw the opening of our six-bed direct access accommodation. Funded through the Ministry of Housing, Communities and Local Government (MCHLG), the service operates as short term accommodation for those who have been rough sleeping/at risk of. We accept referrals from Gateshead and South Tyneside Local authorities. The project is a Physiologically informed environment (PIE) and is a safe space for assessments to be carried out and referrals to be made to relevant agencies to support with that persons journey. Once an offer of appropriate accommodation has been made we continue to support that person and offer intensive outreach support from our resettlement staff. Since opening we have already had 6 people successfully move into suitable stable accommodation, 2 of these have moved into our very own Basis Beds properties.

**Resettlement Team**

The Resettlement team was formed as a way of supporting the governments "Everyone In" initiative during the Covid-19 pandemic. It was swiftly introduced in our Local Authorities and we quickly redirected our resources to support this effort by providing support to everyone placed in local hotels The team ensured everyone had access to food, advice and a mobile phone for ongoing engagement. The next stage of this work was to ensure that support was not interrupted when people were moved from hotels into their own accommodation so a longer term project emerged to replace the original "Safe to Stay Hub". Our Resettlement team have been supporting people to maintain their longer term placements to ensure they don't return to homelessness. During the pandemic the team have supported 265 individuals and continue to work with many of them over three different local authorities. The team are able to be flexible to the needs of the people they support, once they have moved into their own accommodation the team are able to support with the transition and continue with the support until that person feels able to manage on their own.

### **Basis Beds**

Basis Beds was formed in part by the Housing First Model, developed in New York City and successfully replicated beyond America. It utilises independent properties throughout Gateshead to house people who have become homeless. They are the types of properties available on the rented or social housing market, but are leased from private and social landlords by Oasis Community Housing and offered on a licence to Basis. This model has proved useful for clients who would struggle to access or succeed in supported accommodation, requiring minimum adherence to rules. Basis Beds has in the 2020/21 financial year, supported 48 beneficiaries in the service 8 people have moved on positively into their own longer-term accommodation.

### **Basis Hubs**

Basis Gateshead and Basis Sunderland are a Housing Resource Service for rough sleepers and those at risk of homelessness in Gateshead and Sunderland. The service offers basic and lifeline services for those who sleep rough, and provides a chance to get warm, clean and fed whilst staff support them to overcome the roots of their homelessness and barriers to accommodation. Basis Gateshead has now been operating for 10 years, whilst Basis Sunderland opened in February 2018. These are the only services of their type in either Gateshead or Sunderland. The staff work by quickly addressing the unmet needs and linking well with existing provisions in homelessness services and partner agencies dealing with the wider determinants of homelessness. Basis hubs had to look at how they could still respond to the needs of the people we serve whilst ensuring they responded to the Covid-19 health and safety restrictions. This has meant a decrease in the amount of people they have had coming through the doors, however the staff have felt that they have had more meaningful support sessions and more homeless preventions from previous years. Sunderland drop in have recently had 3 "Covid friendly pods" built in the main hall. This has been a great asset to the project and has allowed more people who are rough sleeping into the building and get the much needed support they deserve. The Basis hubs never discharge anyone from the service, the door is always open for anyone who needs support even when they have been moved into stable accommodation.

Collectively, our Basis Hubs have had 1642 separate drop-in visits in the last financial year. During this period, we have managed to achieve 201 homelessness preventions, an average of around 5 individuals finding accommodation rather than sleeping rough on a weekly basis.

### **ASPIRE**

**Overview:** Aspire is our team which runs all of our Financial Capability, Employability and Pre-employability programmes.

Despite the challenges posed by the Covid pandemic, in the financial year 2020/21, our Aspire programmes adapted to remote working. Our team supported 227 people with employability support and financial capability interventions. 107 people received support from the Aspire coaches and 120 people received help with financial capability.

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**Key Projects:**

As the world became 'digital by default' we had to adapt our delivery model to remote working. We received funding from the Vardy Foundation to purchase wifi-enabled devices and training in digital skills to help us to address digital exclusion amongst our participants. With support from the Sir James Knott Trust we developed our new 'Welfare to Work' programme to build confidence and resilience. With European Social Fund and Community Fund support, we continued to deliver employability support to people facing multiple barriers to employment through the Move on Tyne and Wear and Wise Steps Programmes. We delivered Learning and Skills support through the LA6 programme in Gateshead to 11 participants. As the lockdown restrictions eased, a grant from B+Q helped us to involve Aspire participants in our new urban garden project in Gateshead.

In total throughout the year, 53 people were supported into learning, training or employment through our Aspire interventions. Our financial capability programmes provided vital support with benefit applications, appeals, income maximisation, debt clearance and budgeting skills and support people to make the transition into employment.

**EMPOWER**

**Overview:** Our Empower team offers community-based outreach support to women living with the impact of Domestic Abuse.

In Gateshead we work closely with the Gateshead Council Domestic Abuse Team and attend the Gateshead MARAC meetings in order to serve women who are affected by domestic abuse but who are not assessed as 'high risk' of harm. We accept referrals from a wide range of organisations including the Police, NHS and Social Services, local community organisations and self-referrals. In addition to the outreach work, the Empower team provide specialist domestic abuse support and advice to frontline staff working in our Crisis and Accommodation services.

In 2020-21 we received funding from the Northumbria Office for the Police and Crime Commissioner, the Vardy Foundation, Nationwide, the Community Foundation, Nat West and Safe Lives, and Newcastle and Gateshead Clinical Commissioning Group to support our Empower Service. This vital funding enabled us to expand the Empower staff team and the service offer as well as investing in specialist domestic abuse training for our frontline staff across the organisation. We provided outreach support to 106 women across the year.

**Fund and Key Projects:**

The Covid Pandemic and subsequent lockdowns had a major impact on both the volume of demand and the complexity of support required in the last year. The team adapted quickly to remote ways of working but also maintained vital face to face support throughout the year. We received a Winter Resilience Grant from Newcastle Gateshead CCG to purchase wifi-enabled devices to address digital exclusion. We worked with local Community Interest Company, Digital Voice, to design and pilot digital skills and on-line safety training.

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In addition to personalised one to one support, we offer a unique eight-week 'Empower' education programme. The course has been designed to raise awareness and understanding around domestic abuse. We offer women help to break the cycle of abuse by exploring topics such as the types of abuse, warning signs, the impact of abuse and looking at healthy relationships and how to move forward in recovery. Funding from the Safe Lives and Nat-West Circle Fund enables us to make small discretionary welfare grants to women accessing the Empower Service who are facing financial hardship. This has included help with removal costs and home-safety adaptations, paying for childcare and or interpreting costs so people can attend group sessions or access legal and financial advice.

Our outreach service is trauma-informed and tailored to the needs and circumstances of each individual. We offer holistic support including help to report abuse to the Police, access to housing and legal advice, help with debt and household finances, access to training and employment, emotional support and referrals to specialist counselling and treatment services. We promote peer support through a private and moderated Facebook Group and monthly social activities. This provides an opportunity for women to share experiences in a safe environment and to provide peer support and encouragement.

We are developing a 'whole-system' response to domestic abuse across the whole organisation. This includes a review of our workforce training and development needs. In July 2021, we were delighted to welcome Fiona Bowman to the Board of Trustees who brings both lived experience and extensive expertise in the domestic abuse sector to Oasis Community Housing. Our new Head of Programme for Prevention completed the Safe Lives Service Manager's course and we added an additional trained IDVA to our Empower team.

#### **HOUSING MANAGEMENT TEAM**

Over the past two to three year Oasis Community Housing has seen a significant growth in its core business of accommodation based support. This has been particularly prevalent in our Southwark and the Basis Beds housing first model.

With this expansion of the number of properties we manage, we recognised the impact of such growth on the workload of our supported housing staff teams, meaning a greater responsibility and emphasis on regulatory housing management functions and practices, resulting in our support staff having less time to be able to deliver the support to service users. Furthermore, the balance of maintaining a positive relationship between support worker and service user can often be compromised when support staff are responsible for some aspect of managing service user's property, for example responding to reports of anti-social behaviour from service users, dealing with their rent/service charge arrears, managing disputes and complaints from other residents or neighbours. Where support staff directly deal with such instances, this can have a negative effect on the supportive relationship built up between support staff and residents.

The above factors were the driving factors in our decision to create a Housing Management Team to work alongside support staff but which has a clear remit in the delivery of specific housing management functions.

Amongst other benefits, the creation of a bespoke Housing Management Team has enabled OCH to:

- Preserve the supportive relationship between support staff and residents
- Create more positive outcomes anticipated through increased support to residents
- Put in place robust and effective H&S compliance systems, auditing and monitoring, releasing these tasks from support staff
- Define repairs and maintenance procedures, developing auditing and monitoring processes

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**FINANCIAL REVIEW**

As mentioned above, the activities of our BDU have led to a continued strong performance in securing fundraised income, including through major donations, other unrestricted income and grant funding. Nevertheless, as a consequence of the pandemic and its impact, we did see a 25% decrease in URI secured. On the contrary, all of our RI needs were met by the end of the third quarter, helped in part by greater flexibility allowed by certain grant-makers and by new funds brought forward by other grant-makers as part of the pandemic response.

We continue to receive a large proportion of our income from Housing Benefit and Local Authority Contracts, and are likely to see this continue for the foreseeable future as we re-tender for existing contracts in the North East, or seek new opportunities across the country to replicate and expand our work.

Basis Beds has continued to grow, including into Sunderland and South Tyneside Local Authority areas, alongside our new Resettlement Team as a result of grants from the Ministry of Housing, Communities and Local Government. In discussion with MHCLG (now the Department of Levelling Up, Communities and Housing), we were able to use Rough Sleeping Initiative (RSI) funding to establish a new Assessment Centre service for rough sleepers in Gateshead.

Our financial results are shown on page 22. Incoming resources totalled £4,400,620 (2020: £4,088,984) of which £1,122,633 (2020: £1,187,888) related to restricted funding for specific projects. Resources expended totalled £4,414,290 (2020: £3,737,739).

Overall we have a surplus in the year of £158,830 (2020: surplus of £351,245). General unrestricted reserves are showing as £527,791. Net assets carried forward at the year end are £3,098,501 (2020: £2,393,671).

Our Reserves are at their highest level for a number of years. However, they are also still short of what our policy requires and we continue to work towards increasing them.

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**Reserves policy**

The Board has a target for our cash reserves which we believe is adequate for ensuring sufficient cash flow for the charity and to meet all our obligations.

The Board have set the reserves level to aim for as:

*3 months gross reserves expended from unrestricted funds.*

The Board recognises that it will take some time to reach this target but endeavor to ensure that they review this target and the reserve level 6-monthly, managed by the Finance, Audit and Risk Subcommittee and annually by the full Board.

Whilst we are a considerable way off meeting this cash reserves target, the charity holds a significant level of assets in the form of residential properties. Should the charity require additional finances we are able to take the decision to sell some of our properties in order to provide the funds required and our reserves policy acknowledges this additional form of capital the charity has access to.

At the end of the financial year, we held designated funds of £2,025,451, including a revaluation reserve of £338,016, details of which can be found in Note 17. Details of other designated funds can also be found in this note.

Within designated funds the property fund relates to the book value of the properties that we own. The beneficiary fund has been designated to provide peer mentoring to males in our Southwark project and our Support Costs fund has been designated to provide additional support to our back office functions in 2021/22.

Unrestricted reserves are £527,791 which is just over two months of unrestricted costs.

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**REFERENCE AND ADMINISTRATIVE DETAILS**

Registered company number: 05300083 (England and Wales)  
Registered charity number: 1107554  
Registered office: FL 1-4, 7-8 Delta Bank Road, Metro Riverside Park, Gateshead, NE11 9DJ

**Advisors**

Auditors: Haines Watts, 17 Queens Lane, Newcastle upon Tyne, NE1 1RN

Solicitors: Ward Hadaway, Sandgate House, 102 Quayside, Newcastle upon Tyne, NE1 3DX  
Glynis M. Mackie BA, 29a Princess Road, Brunton Park, Gosforth, Newcastle upon Tyne, NE3 5TT

Bankers: Unity Trust Bank plc, Four Brindleyplace, Birmingham, B1 2JB  
Triodos Bank, Deanery Road, Bristol, BS1 5AS  
Ecology Building Society, 7 Belton Way, Silsden, Keighley, BD20 0EE  
Nationwide Building Society, Kings Park Road, Moulton Park, Northampton, NN3 6NW  
The Charity Bank Limited, Fosse House, 182 High Street, Tonbridge, TN9 1BE

**Directors and Trustees**

The directors of the charitable company are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year end were as follows:

N W Salisbury BA (Hons) ACIB (Chair from 07 July 2021)  
Dr C Wroe MBChB PhD (Vice Chair from 07 July 2021)  
K Ginks BA (Hons) PG Dip MRICS Appointed January 2016  
Bishop M Bryant – BA (Hons) Appointed 22<sup>nd</sup> January 2017  
A Morris - BEng (Hons) CIMA Appointed November 2018  
M Lawson – BA (Hons) Appointed July 2019  
F Bowman, MBA CIWFM FCMI Appointed 07 July 2021

**Trustees who stepped down during the period**

None

**Key management personnel**

The key management personnel are the non-executive directors of the organisation, they are responsible for the day-to-day management of the charity's activities:

Chief Executive Officer: David W Smith MA (Hons), MPhil, commenced in post September 2016  
Chief Operating Officer – S Lister BA (Hons), FCA, commenced in post June 2018  
Director of Programmes: P Conn, commenced in post April 2019  
Director of Housing: J Gauden-Hand (LLB), commenced in post April 2014

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing document

The charity is controlled by its governing documents, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006. A new Memorandum and Articles were adopted in April 2014.

Oasis Aquila Housing (trading as Oasis Community Housing since September 2018) is a charitable company limited by guarantee, incorporated on 30 November 2004 and registered as a charity on 11 January 2005. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £10.

### Recruitment and appointment of Board

The directors of the company are also the trustees under charity law. Under the requirements of the Memorandum and Articles of Association the trustees are elected to serve for a period of three years after which they can be re-elected in accordance with the Articles up to a maximum of three terms. All the initial trustees were appointed as subscribers to the Memorandum and Articles of Association.

### Trustee induction and training

Most trustees are already familiar with the practical work of the charity. Additionally, new trustees are invited and encouraged to attend a series of short meetings with the Chief Executive Officer, Chair and Senior Management to familiarise themselves with the charity and the context within which it operates. These cover;

- The obligations with the Board.
- The main documents which set out the operational framework of the charity including the Memorandum and Articles of Association.
- Resourcing and the current financial position as set out in the latest published accounts.
- Future plans and objectives.

### Responsibilities and Delegation of Authority

The trustees are responsible for the strategic direction and policy of the charity. At present we have six trustees from a variety of professional backgrounds relevant to the work of the charity.

A scheme of delegation is in place and day to day responsibility for the provision of the services rests with the Chief Executive along with the Executive Team of Directors. The Chief Executive is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met.

In 2021 we moved from having a Director of Finance & Resources on our Executive Team to a Chief Operating Officer (COO). The COO remains responsible for the strategic development of the finance and resources function in Oasis Community Housing to deliver high quality internal support services to the rest of the organisation. However, they are now also responsible for the day to day operations of the charity, line-managing the Director of Programmes and the Director of Housing.

The Director of Housing is responsible for the strategic development of our Supported Housing and ensuring the day to day operational management of our supported housing projects across England runs effectively. The Director of Programmes is responsible for the strategic development of our Crisis Services, Employability and Domestic Abuse

Programmes and ensuring the day to day operational management of these is effective. They are responsible for ensuring that the project teams are supervised and supported and ensuring that the teams continually develop their skills and working practices in line with good practice.

#### **Related party relationships**

Oasis Community Housing Ltd is a wholly owned subsidiary of Oasis Charitable Trust (OCT) Company Limited by Guarantee number 2818823 and Registered Charity number 1026487. The relationship is a governed by an Intra-Group Agreement. N Salisbury is a director of OCT in addition to Oasis Community Housing.

#### **Pay policy**

The pay of the Chief Executive is set by the Board. The Board of Trustees hold an annual remuneration sub-committee where pay awards or Cost of Living increases are agreed. The pay of all senior staff, with the exception of the Chief Executive follow the pay scales of the organisation which are evaluated according to the responsibilities of the post, with set grades and increments of pay. The Salary Scales were externally reviewed and benchmarked against similar organisations during 2020/21 and new salary scales were introduced from 1<sup>st</sup> September 2021 as a result. We are an accredited living wage employer and ensure that our staff receive a real living wage in both the North East and London. The pay of the Chief Executive is benchmarked with charities of comparable scale and reach and approved by the Oasis Community Housing HR & Remuneration subcommittee.

#### **Risk management**

The Board reviews the risks faced by the charity on a quarterly basis, maintaining a risk register of the major risks faced by the charity and the strategies in place to manage the risk effectively. The greatest risks faced by the charity currently are financial risks and risks relating to the characteristics of the clients, alongside the socio-economic impact of COVID-19 and the likely increased demand for our services and tougher funding environment. Funding streams are monitored closely by the trustees at full Board level and through the Finance, Audit and Risk Subcommittee, attended by the Chair, Vice Chair and Executive Team. Staff and volunteers are subject to DBS procedures and lone working strategies are in place and regularly reviewed to ensure the safety of staff and service users.

During the period the Safeguarding Sub Committee has met three times to provide governance oversight of all Safeguarding activity throughout the charity. This ensures that the Safeguarding of children and vulnerable adults remains a key priority in the governance of the organisation and that our Safeguarding Strategy is owned at the highest level. We received an external audit of our safeguarding policies and procedures, although this has been hampered by the pandemic and we await the final recommendations.

Our governance and executive oversight are enhanced by the day to day operational focus that the senior leadership of the staff have on both health & safety and safeguarding. Health & Safety forums with a H&S staff representative from every project meet on a quarterly basis to review H&S risks and actions necessary to counter these risks, and we have a H&S Officer who has an exclusive focus on H&S.

Report to the Trustees'

For the year ended 31 August 2021

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**STATEMENT OF DIRECTORS RESPONSIBILITIES**

The trustees (who are also directors of Oasis Community Housing Ltd for the purposes of company law) are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Directors 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 charitable company will continue in operation.

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

So far as each of the trustees is aware at the time the report is approved:

- there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**Auditors**

A competitive tender process will be undertaken in 2021-22 to select our Auditors for the next three years.

This report was approved by the trustees on ..... 8 Feb 2022 ..... 2022 and signed on its behalf, by:



.....  
Nick Salisbury  
Chair

### **Opinion**

We have audited the financial statements of Oasis Aquila Housing Ltd (the 'charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, 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 Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2020, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

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

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

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the company's trade, customers, suppliers and wider economy. The Directors' view on the impact of COVID-19 is disclosed on page 24 and within the accounting policies note.

**Independent Auditors' Report to the members of Oasis Aquila Housing Ltd**  
**For the year ended 31 August 2021**

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**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 financial statements 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.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

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

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

**Independent Auditors' Report to the members of Oasis Aquila Housing Ltd**  
**For the year ended 31 August 2021**

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

**Auditor's responsibilities for the audit of the financial statements**

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those acts.

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

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

We obtained an understanding of the legal and regulatory framework applicable to both the company itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Charities Act 2011, Companies Act 2006, UK GAAP (FRS102) and relevant tax legislation. We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- confirming with the trustees and management whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing a sample of journal entries;
- confirmation received from the banks to verify the balance as on the last day of the accounting year;
- reviewing minutes of meetings of those charged with governance; and
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Our audit did not identify any key audit matters relating to the detection of irregularities including fraud. However, despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements 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.

**Oasis Aquila Housing Ltd**  
**(A company limited by guarantee)**

**Independent Auditors' Report to the members of Oasis Aquila Housing Ltd**  
**For the year ended 31 August 2021**

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**Use of this report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Donna Bulmer BA (Hons) ACA (Senior Statutory Auditor)**  
**For and on behalf of Haines Watts North East Audit LLP**

15 March 2022

.....  
17 Queens Lane  
Newcastle upon Tyne  
NE1 1RN

**Chartered Accountants and Statutory Auditors**

Oasis Aquila Housing Ltd  
(Trading as Oasis Community Housing - A company limited by guarantee)

Statement of Financial Activities  
For the year ended 31 August 2021

	Notes	Unrestricted Funds £	Unrestricted Designated Fund £	Restricted Funds £	Total 2021 £	Total 2020 £
<b>Income:</b>						
Donations	4					
Donations		122,021	-	39,000	161,021	163,455
Grants		63,983	-	1,083,633	1,147,616	1,093,188
Charitable activities	5					
Rental income		1,894,881	-	-	1,894,881	1,725,834
Contract income		1,139,828	-	-	1,139,828	964,606
Other income		23,886	-	-	23,886	27,816
Investment income	6	1,992	-	-	1,992	1,688
Other trading activities						
Fundraising		30,776	-	-	30,776	95,368
Other		620	-	-	620	17,029
		<u>3,277,987</u>	<u>-</u>	<u>1,122,633</u>	<u>4,400,620</u>	<u>4,088,984</u>
<b>Expenditure:</b>						
Raising funds		199,844	-	-	199,844	175,931
Charitable activities	7	2,853,445	24,680	1,336,321	4,214,446	3,561,808
		<u>3,053,289</u>	<u>24,680</u>	<u>1,336,321</u>	<u>4,414,290</u>	<u>3,737,739</u>
<b>Net income/(expenditure)</b>		224,698	( 24,680 )	( 213,688 )	( 13,670 )	351,245
Transfers between funds	17	79,778	( 79,778 )	-	-	-
<b>Other recognised gains</b>						
Gains on revaluation of fixed assets		-	172,500	-	172,500	-
<b>Net movement in funds</b>		<u>304,476</u>	<u>68,042</u>	<u>( 213,688 )</u>	<u>158,830</u>	<u>351,245</u>
<b>Reconciliation of funds</b>						
Total funds brought forward		223,315	1,957,409	758,947	2,939,671	2,588,426
<b>Total funds carried forward</b>		<u>527,791</u>	<u>2,025,451</u>	<u>545,259</u>	<u>3,098,501</u>	<u>2,939,671</u>

The Statement of Financial Activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

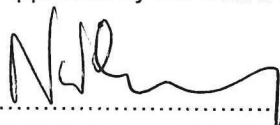
Oasis Aquila Housing Ltd  
(Trading as Oasis Community Housing - A company limited by guarantee)

Balance Sheet  
As at 31 August 2021

	Notes	Unrestricted Funds £	Restricted Funds £	2021 £	2020 £
<b>Fixed assets:</b>					
Tangible assets	13	2,507,255	-	2,507,255	2,409,150
<b>Current assets:</b>					
Debtors	14	491,827	206,998	698,825	466,225
Cash at bank and in hand		571,190	371,175	942,365	1,059,925
		<u>1,063,017</u>	<u>578,173</u>	<u>1,641,190</u>	<u>1,526,150</u>
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	15	( 441,856 )	( 32,914 )	( 474,770 )	( 342,959 )
<b>Net current assets</b>		<u>621,161</u>	<u>545,259</u>	<u>1,166,420</u>	<u>1,183,191</u>
<b>Total assets less current liabilities</b>		<u>3,128,416</u>	<u>545,259</u>	<u>3,673,675</u>	<u>3,592,341</u>
Creditors: amounts falling due after more than one year	16	( 575,174 )	-	( 575,174 )	( 652,670 )
<b>Net assets</b>		<u>2,553,242</u>	<u>545,259</u>	<u>3,098,501</u>	<u>2,393,671</u>
<b>The funds of the charity:</b>					
Unrestricted funds:					
General fund				527,791	223,315
Designated funds				2,025,451	1,957,409
				<u>2,553,242</u>	<u>2,180,724</u>
Restricted funds				545,259	758,947
	17			<u>3,098,501</u>	<u>2,939,671</u>

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

Approved by the Board of Trustees on 8 February 2022 and signed on their behalf by:

  
.....  
**N W Salisbury BA (Hons) ACIB**  
**Chair**

**Company Number: 05300083**

The notes on pages 24 to 39 form part of these financial statement

Notes to the financial statements  
for the year ended 31 August 2021

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**1. Accounting policies**

**1.1 Basis of preparation**

The financial statements have been prepared in accordance with 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 in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

Oasis Aquila Housing Ltd meets the definition of a public benefit under FRS 102. The financial statements are prepared under the historical cost convention or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are prepared in Sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**1.2 Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. Annual budgets take into account the ongoing impact of COVID-19 and are monitored on a monthly basis. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

**1.3 Funds**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charitable company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors which have been raised by the company for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**1.4 Incoming resources**

All incoming resources are included in the Statement of Financial Activities when the charity has entitlement to the funds, any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Donations are recognised when receivable.

#### 1.4 Incoming resources (*Continued*)

Grant income is recognised where there is entitlement, receipt of the funds are probable and the amount can be measured with reasonable certainty. If there are conditions attached to the grant and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Income from charitable activities includes income received under contract and rental income. Contract income is subject to specific performance conditions and is recognised as earned. Income received to deliver services over a specific period covering more than one financial year is accounted for over the specific period. Rental income in the form of housing benefit is recognised in the period to which it relates and rental income received from the service user is recognised on receipt.

Investment income relates to interest earned through holding assets on deposit.

In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised, refer to the trustees report for more information about their contribution.

#### 1.5 Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged against the cost in which the expenditure was incurred.

#### 1.6 Support cost allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity.

#### 1.7 Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the expected useful economic life as follows:

Freehold property	2% on cost less 99% residual value
Freehold property – part owned	2% on cost less 99% residual value
Long leasehold	2% on cost less 99% residual value
Leasehold improvements	33% on cost
Motor vehicles	25% on cost
Computer and fixtures	33% on cost

The assets residual values and useful life are reviewed, and adjusted as appropriate, at the end of each reporting period. The effect of any change is accounted for prospectively. During the year the trustees have reassessed the residual value of the assets and now consider this to be 99% due to the continual maintenance of the properties to a high standard.

#### 1.8 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.

#### 1.9 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

#### 1.10 Creditors and provisions

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 after allowing for any trade discounts due.

#### 1.11 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

#### 1.12 Pensions

The charitable company contributes to its parent company's defined contribution pension scheme for employees. The annual contributions payable are charged to the Statement of Financial Activities.

#### 1.13 Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

#### 1.14 Exemption from preparing a cash flow statement

Exemption has been taken from preparing a cash flow statements on the grounds that the charity is part of a larger group.

### 2. Legal status

Oasis Aquila Housing Ltd is a company limited by guarantee (No 05300083) and not having a share capital. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

Oasis Aquila Housing Ltd  
(Trading as Oasis Community Housing - A company limited by guarantee)

Notes to the financial statements  
for the year ended 31 August 2021

3. Comparative Statement of Financial Activities

		Unrestricted	Unrestricted	Restricted	Total	Total
	Notes	Funds	Designated	Funds	2020	2019
		£	Fund	£	£	£
<b>Income:</b>						
Donations	4					
Donations		61,935	-	101,520	163,455	330,787
Grants		6,820	-	1,086,368	1,093,188	929,200
Charitable activities	5					
Rental income		1,725,834	-	-	1,725,834	1,246,083
Contract income		964,606	-	-	964,606	628,804
Other income		27,816	-	-	27,816	15,792
Investment income	6	1,688	-	-	1,688	4,085
Other trading activities						
Fundraising		95,368	-	-	95,368	48,874
Other		17,029	-	-	17,029	8,664
		2,901,096	-	1,187,888	4,088,984	3,212,289
<b>Expenditure:</b>						
Raising funds		175,931	-	-	175,931	210,475
Charitable activities	7	2,402,781	-	1,159,027	3,561,808	2,869,089
		2,578,712	-	1,159,027	3,737,739	3,079,564
<b>Net income/(expenditure)</b>		322,384	-	28,861	351,245	132,725
Transfers between funds	17	( 185,177 )	185,177	-	-	-
<b>Other recognised gains</b>						
Gains on revaluation of fixed assets		-	-	-	-	144,440
<b>Net movement in funds</b>		137,207	185,177	28,861	351,245	277,165
<b>Reconciliation of funds</b>						
Total funds brought forward		86,108	1,772,232	730,086	2,588,426	2,311,261
<b>Total funds carried forward</b>		223,315	1,957,409	758,947	2,939,671	2,588,426

The Statement of Financial Activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

Notes to the financial statements  
for the year ended 31 August 2021

4. Donations and grants

	2021	2020
	£	£
Donations	161,021	163,455
Grants	1,147,616	1,093,188
	<u>1,308,637</u>	<u>1,256,643</u>

All donations are generated through the Business Development Unit.

Analysis of grants

	2021	2020
	£	£
National Lottery Community Funds – Reaching Communities	-	112,445
National Lottery Community Funds – Talent Match	66,667	66,667
National Lottery Community Funds – Helping through Crisis	-	70,273
Durham County Council/MHCLG	298,882	220,186
Durham County Council/MHCLG	149,586	104,269
BLF/ESF	77,101	61,137
BLF/Wise Group	26,159	27,818
The Peter Vardy Foundation	109,551	
Northumbria Police and Crime Commissioner	47,373	61,575
Gateshead Council	7,500	39,000
Changing Lives	-	2,190
Jack Petchey Grant	1,000	1,500
Charities Aid Foundation	59,688	-
Community Foundation	63,795	10,950
Sir James Knott	-	66,906
CDCF Nationwide	-	50,000
Sunderland City Council	-	10,000
NLCF – Coping with Covid	-	47,494
Homeless Link/MHCLG	-	25,000
Landaid Charitable Trust	70,000	10,000
CDCF – Sherburn House Charity	-	5,000
Wise Group - Wise Steps	-	19,373
Mercers	57,855	34,196
Baynes	30,000	-
MCN Consortium	2,600	-
B&Q Foundation	5,000	-
CCG	22,818	-
NatWest Circle Fund	2,500	-

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for the year ended 31 August 2021

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4. Donations and grants continued

CAF Grumpy Givers	-	5,000
Bluestone Consortium	3,100	5,000
BGL Group	-	6,400
MFS Investment Management	5,000	5,040
Zonta	520	6,376
Karbon Homes	-	2,000
Southwark Council	34,494	4,690
Fine and County	-	3,000
Other	6,427	9,703
	<hr/>	<hr/>
	1,147,616	1,093,188
	<hr/>	<hr/>

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Notes to the financial statements  
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5. Incoming from charitable activities

	2021	2020
	£	£
Home	2,529,074	2,098,466
Basis	524,841	550,191
Empower	-	3,574
Aspire	4,680	66,025
	<u>3,058,595</u>	<u>2,718,256</u>
	<u><u>3,058,595</u></u>	<u><u>2,718,256</u></u>

6. Income from investments

All of the charitable company's investment income arises from money held in interest bearing deposit accounts.

7. Expenditure on charitable activities

	Direct Costs	Support Costs	2021	2020
	£	£	£	£
Home	2,510,746	438,142	2,948,888	2,036,060
Basis	756,080	191,024	947,104	1,235,010
Empower	97,268	26,274	123,542	74,205
Aspire	140,234	54,678	194,912	216,533
	<u>3,504,328</u>	<u>710,118</u>	<u>4,214,446</u>	<u>3,561,808</u>
	<u><u>3,504,328</u></u>	<u><u>710,118</u></u>	<u><u>4,214,446</u></u>	<u><u>3,561,808</u></u>

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8. Allocation of support costs

	Staff	Office	Office	Total
	£	premises	running	£
		£	£	
Home	254,434	39,025	144,683	438,142
Basis	110,928	17,015	63,081	191,024
Empower	15,258	2,340	8,676	26,274
Aspire	31,753	4,870	18,055	54,678
	<u>412,373</u>	<u>63,250</u>	<u>234,495</u>	<u>710,118</u>
	<u><u>412,373</u></u>	<u><u>63,250</u></u>	<u><u>234,495</u></u>	<u><u>710,118</u></u>

9. Governance costs

	2021	2020
	£	£
Staff costs	36,758	35,167
Legal fees	3,204	-
Office running	156	-
Audit	5,400	5,400
	<u>45,518</u>	<u>40,567</u>
	<u><u>45,518</u></u>	<u><u>40,567</u></u>

10. Net income/(expenditure) for the year

This is stated after charging:

	2021	2020
	£	£
Depreciation of tangible fixed assets:		
- owned by the charity	4,396	7,912
Loan interest paid	14,854	18,618
	<u>19,250</u>	<u>26,530</u>
	<u><u>19,250</u></u>	<u><u>26,530</u></u>

11. Auditor's remuneration

	2021	2020
	£	£
Fees payable to the charity's auditors for the audit of the charity's annual accounts	5,400	5,400
	<u>5,400</u>	<u>5,400</u>
	<u><u>5,400</u></u>	<u><u>5,400</u></u>

**12. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	2021	2020
	£	£
Wages and salaries	2,001,740	1,889,016
Social security costs	149,335	136,236
Other pension costs	127,373	113,142
	<u>2,278,448</u>	<u>2,138,394</u>

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

	2021	2020
	Number	Number
Chief Executive	1	1
Project staff	80	74
Administration and support	24	18
	<u>105</u>	<u>93</u>

No members of staff received remuneration in excess of £60,000 (2020 – None).

The charity trustees were not paid or received any other benefits from employment in the year (2020 – £nil). No charity trustee received payment for professional or other services supplied to the charity (2020 - £nil). During the year four trustees were reimbursed £154 for expenses (2020 - £303 was reimbursed to two trustees).

The key management personnel of the charity comprise the Chief Executive Officer and the Executive team. The total employee benefits of the key management personnel of the charity were £228,011 (2020 - £232,342).

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13. Tangible fixed assets

	Freehold property £	Freehold part- owned £	Long leasehold £	Leasehold improvements £	Motor vehicles £	Computers & fixtures £	Total £
<b>Cost</b>							
At 1 September 2020	1,987,164	156,850	558,317	24,294	4,080	52,470	2,783,175
Additions	-	-	-	-	-	-	-
Disposals	( 86,945 )	-	-	-	-	-	( 86,945 )
Revaluation	145,000	-	27,500	-	-	-	172,500
At 31 August 2021	2,045,219	156,850	585,817	24,294	4,080	52,470	2,868,730
<b>Depreciation</b>							
At 1 September 2020	119,663	3,333	175,817	24,294	4,080	46,838	374,025
Charge for year	-	-	-	-	-	4,396	4,396
Disposals	( 16,946 )	-	-	-	-	-	( 16,946 )
Revaluation	-	-	-	-	-	-	-
At 31 August 2021	102,717	3,333	175,817	24,294	4,080	51,234	361,475
<b>Net book value</b>							
At 31 August 2021	1,942,502	153,517	410,000	-	-	1,236	2,507,255
At 31 August 2020	1,867,501	153,517	382,500	-	-	5,632	2,409,150

The part owned property is a property in which Oasis Aquila Housing has an equity interest of 49.66%.

In respect of the assets stated at valuations the comparable historical cost and depreciation are as follows:

	£
At 1 September 2020 and 31 August 2021	2,422,180
<b>Depreciation</b>	
At 1 September 2020 and 31 August 2021	123,263
<b>Net book value</b>	
At 31 August 2021	2,298,917
At 31 August 2020	2,298,917

Fully owned freehold and leasehold properties have been valued on 16 November 2021 by McGillivrays Chartered Surveyors

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Notes to the financial statements  
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14. Debtors

	2021	2020
	£	£
Trade debtors	408,652	179,984
Other debtors	4,661	12,906
Prepayments and accrued income	285,512	273,335
	<u>698,825</u>	<u>466,225</u>

15. Creditors: amounts falling due within one year

	2021	2020
	£	£
Bank loans	24,714	21,932
Trade creditors	111,355	113,568
Social security and other taxes	39,475	35,733
Other creditors	76,706	28,247
Accruals and deferred income	222,520	143,479
	<u>474,770</u>	<u>342,959</u>

Deferred income comprises contracts relating to future periods.

	£
Balance at 1 September 2020	50,425
Amounts released to income earned from charitable activities	( 50,425 )
Amounts deferred in the year	104,412
Balance at 31 August 2021	<u>104,412</u>

16. Creditors: amounts falling due more than one year

	2021	2020
	£	£
Bank loans	575,174	652,670
	<u>575,174</u>	<u>652,670</u>
<b>Amounts falling due in more than five years:</b>		
Repayable by instalments:		
Bank loans more 5 years by instalments	476,319	564,941
	<u>476,319</u>	<u>564,941</u>

The bank loans are secured by way of a legal charge over the property portfolio. The terms of repayment are 25 years and interest is payable at 2.25% above base rate on the principal amount.

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Notes to the financial statements (*Continued*)  
for the year ended 31 August 2021

17. Fund reconciliation

*Year ended 31 August 2021*

	Balance At 1 September 2020 £	Incoming resources £	Resources expended £	Transfers £	Gain/ loss £	Balance At 31 August 2021 £
<b>Unrestricted funds</b>						
General fund	223,315	3,277,987	( 3,053,289 )	79,778	-	527,791
<b>Designated funds</b>						
Property fund	1,594,925	-	-	( 26,810 )	-	1,568,115
Revaluation reserve	165,516	-	-	-	172,500	338,016
Property development fund	28,221	-	-	( 28,221 )	-	-
Elizabeth House						
Refurbishment fund	20,000	-	( 20,000 )	5,000	-	5,000
Maintenance fund	44,000	-	-	-	-	44,000
Systems upgrade fund	10,000	-	( 4,680 )	20,000	-	25,320
Housing management fund	44,747	-	-	( 44,747 )	-	-
Loan repayment	50,000	-	-	( 50,000 )	-	-
Beneficiary fund	-	-	-	30,000	-	30,000
Support costs fund	-	-	-	15,000	-	15,000
	<u>2,180,724</u>	<u>3,277,987</u>	<u>( 3,077,969 )</u>	<u>-</u>	<u>172,500</u>	<u>2,553,242</u>
<b>Restricted funds</b>						
Home	83,260	336,127	( 341,509 )	-	-	77,878
Basis	511,683	589,017	( 755,292 )	-	-	345,408
Empower	57,433	80,819	( 96,113 )	-	-	42,139
Aspire	106,571	116,670	( 143,407 )	-	-	79,834
	<u>758,947</u>	<u>1,122,633</u>	<u>( 1,336,321 )</u>	<u>-</u>	<u>-</u>	<u>545,259</u>
<b>Total funds</b>	<u>2,939,671</u>	<u>4,400,620</u>	<u>( 4,414,290 )</u>	<u>-</u>	<u>172,500</u>	<u>3,098,501</u>

Oasis Aquila Housing Ltd  
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Notes to the financial statements  
for the year ended 31 August 2021

17. Fund reconciliation (Continued)

*Year ended 31 August 2020*

	Balance At 1 September 2019 £	Incoming resources £	Resources expended £	Transfers £	Gain/ loss £	Balance At 31 August 2020 £
<b>Unrestricted funds</b>						
General fund	86,108	2,901,096	( 2,578,712 )	( 185,177 )	-	223,315
<b>Designated funds</b>						
Property fund	1,572,495	-	-	22,430	-	1,594,925
Revaluation reserve	165,516	-	-	-	-	165,516
Strategic development fund	6,000	-	-	( 6,000 )	-	-
Property development fund	28,221	-	-	-	-	28,221
Elizabeth House						
Refurbishment fund	-	-	-	20,000	-	20,000
Maintenance fund	-	-	-	44,000	-	44,000
Systems upgrade fund	-	-	-	10,000	-	10,000
Housing management fund	-	-	-	44,747	-	44,747
Loan repayment	-	-	-	50,000	-	50,000
	<u>1,858,340</u>	<u>2,901,096</u>	<u>( 2,578,712 )</u>	<u>-</u>	<u>-</u>	<u>2,180,724</u>
<b>Restricted funds</b>						
Home	102,353	120,405	( 139,498 )	-	-	83,260
Basis	531,775	759,675	( 779,767 )	-	-	511,683
Empower	13,441	103,575	( 59,583 )	-	-	57,433
Aspire	82,517	204,233	( 180,179 )	-	-	106,571
	<u>730,086</u>	<u>1,187,888</u>	<u>( 1,159,027 )</u>	<u>-</u>	<u>-</u>	<u>758,947</u>
<b>Total funds</b>	<u>2,588,426</u>	<u>4,088,984</u>	<u>( 3,737,739 )</u>	<u>-</u>	<u>-</u>	<u>2,939,671</u>
<b>Designated funds</b>						

Property fund (including the Revaluation reserve)

The fund represents the net book value of all properties held less the revaluation reserve related borrowings and properties held for sale. The balance also includes income received to be used towards capital costs. The transfer in relates to the allocation of properties which were held for sale and loan repayments.

Elizabeth House refurbishment

This fund is to cover the costs of planning for a proposed summer house to be used as meeting space for residents.

17. Fund reconciliation (*Continued*)

Maintenance fund

The cost of planned maintenance work on our properties which has been calculated over a 3 year period.

Systems upgrade fund

The systems are currently under review, in order to upgrade to a system more functional for the organisation the board have approved to increase the designated fund.

Beneficiary fund

This fund is to provide a mentoring scheme for our male residents within our Southwark Project.

Support costs fund

The Board have approved to fund additional support in the central support team in 2021/22.

**Restricted funds**

Home

The Home Fund represents funding received to increase access to housing. It includes funds received, for example, for the operation of our Social Lettings Agency and our Oasis Aquila Help to Rent Scheme. This also includes funds to improve and refurbish our portfolio of properties, as well as funding from Comic Relief, for our Healthy Resilient Lives programme.

Basis

The Basis Fund represents funding received to provide services to people in crisis, those who are either homeless or likely to be. It includes funds received for the operating of our Basis Resource Centres in Gateshead, Sunderland and elsewhere. It includes funding received for our works as part of the Fulfilling Lives project in Newcastle and Gateshead. This fund also includes support from the Big Lottery for the Help Through Crisis work.

Empower

The Empower fund represents funding received to work with victims of domestic abuse and sexual violence.

Aspire

The Aspire Fund represents funds received to deliver employability services to those who face barriers to employment across the North East.

Volunteering

The Volunteering Fund represents funding received from a variety of sources which enable us to offer a resourced volunteering programme.

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Notes to the financial statements  
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19. Analysis of net assets between funds

*For the year ended 31 August 2021*

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	2,507,255	-	2,507,255
Current assets	1,063,017	578,173	1,641,190
Creditors due within one year	( 441,856 )	( 32,914 )	( 474,770 )
Creditors due in more than one year	( 575,174 )	-	( 575,174 )
	<u>2,553,242</u>	<u>545,259</u>	<u>3,098,501</u>

*For the year ended 31 August 2020*

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	2,409,150	-	2,409,150
Current assets	734,291	791,861	1,526,152
Creditors due within one year	( 310,045 )	( 32,914 )	( 342,959 )
Creditors due in more than one year	( 652,670 )	-	( 652,670 )
	<u>2,180,726</u>	<u>758,947</u>	<u>2,939,673</u>

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**18. Leases**

The future minimum lease payments under non-cancellable operating leases are as follows;

	<b>2021</b>	<b>Other</b>
	<b>£</b>	<b>£</b>
Not later than one year	4,709	4,709
Later than one and not later than five years	4,709	9,418
	<u>9,418</u>	<u>14,127</u>
	<u><u>9,418</u></u>	<u><u>14,127</u></u>

**19. Related party transactions**

At the year end there was an amount of £17,038 owed to Oasis Charitable Trust (2020 - £14,576 owed to Oasis Charitable Trust), this entity is connected to Oasis Aquila Housing Ltd.

**20. Pensions**

**Defined contribution**

Pension contributions payable for the year ended 31 August 2021 amounted to £127,378 (2020 - £113,142).

**21. Analysis of changes in net debt**

	<b>At 1 Sep</b>	<b>Cash</b>	<b>At 31 Aug</b>
	<b>2020</b>	<b>flows</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Long term borrowings	( 652,670 )	77,496	( 575,174 )
Short term borrowings	( 21,932 )	( 2,782 )	( 24,714 )
	<u>( 674,602 )</u>	<u>74,714</u>	<u>( 599,888 )</u>
Total liabilities	( 674,602 )	74,714	( 599,888 )
Cash and cash equivalents	1,059,925	( 117,560 )	942,365
	<u>385,323</u>	<u>( 42,846 )</u>	<u>342,477</u>
	<u><u>385,323</u></u>	<u><u>( 42,846 )</u></u>	<u><u>342,477</u></u>