



Annual Report
2024/25

Flo's - The Place in the Park **Community Impact**

Thoughts from our Director and Chair

It is a pleasure to reach this point in the year and reflect on the amazing things our team has been delivering, developing, and co-creating. We are deeply grateful to our staff, volunteers, funders, members, site users, and customers for their ongoing support.

This year has not been without its challenges, with ongoing fundraising needs placing significant pressure on the team as we work to sustain our vital community work. Yet we are encouraged by the way county council, the NHS, and national government policy are increasingly recognising the importance of an asset-based approach to community development, and promoting multi-disciplinary, community-centred environments as a healthy and effective way to serve the best interests of local people. We hope to work with our system partners to share learning and improve our offer to local people.

We are also proud of the steps we have taken to strengthen support for our staff. This year we welcomed a new HR Coordinator, and we move into the next financial year with improved staff benefits, something we are very proud of, as our staff are the heartbeat of Flo's, keeping us open 365 days a year.

Our community projects have hosted significant public events, amplifying the lived experience and learning of local marginalised voices. These events have brought together community leaders, council officers, and senior authority staff, helping us ensure that we not only respond to immediate needs, but also work to dismantle the barriers that prevent people from living healthy and thriving lives.



We remain committed to providing high standard childcare for local families from all backgrounds. Our nursery thrives on a love of nature connection and diversity. There are challenges ahead for the sector, and while we welcome the introduction of more childcare for families, the pressure to maintain standards with insufficient government funding continues to put strain on settings striving to provide high quality and inclusive care.

We also want to celebrate the work of Flo's founders, Annie Davy and Makena Lohr, whose research project culminated in an important report 'Oxfordshire: A County of Community Wealth Building'. Their vision continues to inspire and shape the way we grow.

Listening to customer feedback, we have launched a refreshed cafe menu and improved food offer, including our new Me & You Menu. Alongside this, we are developing improved feedback mechanisms that ensure our strategic direction is continually informed by community voices.

This impact report is full of wonderful achievements to celebrate. Being part of Flo's is a magical experience, the care, energy, and hope that our people bring is a comfort for the heart in a rapidly changing and at times troubling world. We remain an open, welcoming space for all, a place that believes in the power of conversation, deep listening, cohesion, and friendship. Thank you for being part of it with us.

Who we are

Flo's - The Place in the Park is a community hub which exists to provide better local ethical opportunities for people to work, eat, play, learn and connect whilst improving equity and protecting the planet. As a charitable Community Benefit Society, we are owned by the community and run with community needs at our heart.

What you'll find at Flo's

A home for a number of community projects that prioritise equal access to healthcare, food security, education and family support.

A community cafe selling delicious food at affordable prices, working with local suppliers and inspired by cultures from around the world.

A Nature Nursery which places the natural environment at the heart of childrens' education and wellbeing, whilst embracing diversity and inclusive learning.

A Community Hub which is a great place to work and volunteer, where we invest in the wellbeing, diversity and development of our people.

Our Purpose

To serve the community

We aim to strengthen our community by embracing diversity, delivering valuable services, and bringing people together in our space through local partnerships.

To improve equity

Through participatory practices, as both an employer and a community organisation, we seek to understand and overcome barriers to equity for those we serve.

To protect the planet

We are committed to playing our part in tackling the climate crisis by reducing carbon, reducing waste, and protecting and enhancing local wildlife and nature.

Our People

Our people are at the heart of Flo's, and we strive to create a truly great place to work, learn and grow for our staff and volunteers. Our people live our values every day and together deliver our mission.

Our values

Teamwork Accountability Learning Inclusion Boldness

‘Flo’s is unique and ever evolving, it keeps growing through change and people. It serves its community and is not run through self-interest.’

Customer feedback survey 2025



Serving the community

Our impact highlights 2024/25

- We have expanded our regular provision of free-to-access activities and groups designed to support accessibility and social inclusion. Our weekly preschool 'Nature Explorer' sessions, 'Walk, Talk and Tea' group and twice weekly Gardening and 'Stay and Play' groups all provide space for connection and support.
- We believe in improving and maintaining community assets so that local people have welcoming spaces to come together and connect, whether in Flo's Building, The Pavilion and in the green spaces that we help to care for. Together with The Nature Effect CiC (TNE), we also care for the much loved, biodiverse 'Kate's Place' in Florence Park. Thanks to generous donations from the late Kate Jury's friends and family, the space has benefited from some beautiful improvements this year.
- We've provided a home for 21 different agencies during the year who have used our meeting spaces to deliver courses, workshops, discussions and regular support services.
- Responding to customer feedback, Flo's Cafe made significant changes to the food menu to include more options such as wraps, small plates and new brunch options. We remain a vegetarian focussed Cafe as part of our commitment to planet friendly practices.
- Our Walk Talk and Tea group has become a much loved weekly gathering; combining friendship and connection with gentle exercise supports physical and mental wellbeing in our local community.



- We share a number of our spaces with other local social enterprises to support the delivery of their services and their own expansion. Sharing our spaces, learning and resources whilst creating opportunities for other enterprises to thrive means we can better serve all parts of the community.



Improving equity

Our impact highlights 2024/25

- Our flagship maternity equity project, Equal Start Oxford (formally, Early Lives Equal Start), has continued to extend its impact and deepen its influence through strategic partnership and deeply rooted community engagement. The project continues to offer equity of access to high quality maternity support as well as support and signposting for the wider determinants of health including housing and food security, employment and language barriers.
- Flo's Forest School Nursery continued to prioritise families who are in receipt of 2 year old state funding. These families benefit most from flexible, affordable childcare in their local community; creating choice and supporting accessibility for more local people.
- Flo's Cafe grew the 'kids eat free' food offer during the school holidays this year, providing a helping hand for more families with school aged children during a time of continued increases in the cost of food across the country.
- This past year, Flo's Cafe introduced 'Me & You', a new pay-it-forward food scheme with the aim to make access to free food more equitable, dignified and available every day of the week. You can read more in our 'spotlight section' later in this document.
- We continue to offer volunteer opportunities and support to a number of individuals who may face barriers to traditional employment. We provide a caring environment for all individuals to gain confidence and practical skills. In the last year the number of volunteer hours we were able to support increased by 10%.



Protecting the planet

Our impact highlights 2024/25

- Flo's Nursery continues to place a love for nature and the planet at the heart of its curriculum in order to inspire the next generation of young minds. With two forest school nursery sites operating in the last year, we have been able to offer a home from home for more families than ever before.
- In response to your feedback, Flo's Refill Shop began an exciting expansion and renovation. We have been able to widen the products on offer to include ethical gifts, household items and accessories . A total of 306 new products have been introduced in the past year, all of them hand picked in line with our ethical and sustainability standards.
- Flo's Cafe offers a vegetarian focused menu to support sustainable food choices. We work hard to reduce waste from packaging where possible and support customer recycling on our site. Flo's Cafe also makes use of surplus food and ingredients from local supply chains which helps prevent food waste.
- Flo's hosted eight Dr Bike repair and maintenance sessions in partnership with Broken Spoke Oxford. These free sessions help to support our community to use cycling as a safe and enjoyable mode of transport within our city.
- We have installed a total of 56 new secure parking spots for bikes and scooters on our site in addition to a permanent bike pump to support our customers and visitors utilising sustainable transport choices.
- We have expanded our regular nature based wellbeing groups in the past year. Our weekly gardening group now offers three sessions per week for people to support the maintenance and care of our green spaces, supporting biodiversity and the local environment.



**‘Flo’s is best at bringing people together,
creating a place and space for people to
make connections with others.’** Customer feedback survey 2025

Our impact highlights in numbers



4742

Meals served to the community on a free or 'pay as you can' basis across all our free food offerings.



882

Volunteer hours donated to ensure the smooth running of Flo's Refill Shop.



22

Children and adults taking part in free cycle training - building confidence and skills for bike riding.



170

Attendances at the Equal Start Oxford Mums' Support Group - a safe space for connection, shared learning and support.



36

People who have joined us on our Walk Talk and Tea sessions; providing gentle exercise, community and connection in the local area.



300

Free Meals served at our Christmas Day meal in 2024; hosted with our partner organisation Oxford Community Action as part of our membership of the OX4 Food Crew.



37,316

Fully funded hours of childcare provided to local families across Flo's Nursery and Barracks Lane Community Garden sites.



738

Attendances at our free to access Stay and Play, Nature Explorers and Parent and Baby Yoga sessions for young families.



190

Volunteer hours delivered by Flo's Garden Groups to support the maintenance, protection and enhancement of the green spaces and gardens here at Flo's.



15,126

KG of refillable products sold through Flo's Refill Shop including liquids, nuts, seeds, pulses, pastas, rice and much more. Equivalent to approx 30,000 x 500g containers/packets.



96

Families on caseload as part of Equal Start Oxford project receiving individualised support and culturally relevant signposting and advocacy during their pregnancy and early parenthood.



65

Light bulbs replaced with new energy efficient and cost saving LED light bulbs all across Flo's site.

 **12,830**

KWh of energy generated by Flo's solar panels during the year; around 23% of our total energy consumption.

 **42**

People given free bike maintenance checks and repairs at Dr Bike Sessions hosted by Flo's since January 2025

 **26**

Women from the local population receiving Community Interpreter and NCT training deliver accessible antenatal education locally.

 **170**

Attendances at the Equal Start Oxford Mums' Support Group - a safe space for connection, shared learning and support.

 **21**

External groups who have benefited from community rate hire of our meeting spaces to host workshops, courses and group sessions for local people.

 **52**

Spaces created for secure bike and scooter parking spots for our visitors and customers to use.

 **66**

The number of volunteers who have gifted their time, skill, experience and hard work to Flo's this year.



Spotlight on: Me & You Menu

At Flo's, improving food equity and accessibility is central to our purpose. Since opening, Flo's Cafe has supported a number of local food initiatives, including co-founding the OX4 Food Crew during the Covid-19 pandemic.

In January 2024, we launched the Me & You Menu, a permanent “always on” free food offer at Flo's Cafe.

The scheme was created to support choice, dignity, and autonomy, while also providing a way for our generous Cafe visitors to contribute directly through their own donations. The name Me & You Menu reflects this spirit of community and the idea of dignity in support: Flo's is a place where the community can come together and look after one another.

How does it work?

The Me & You Menu is a simple pay-it-forward scheme. Flo's Cafe customers can choose to make a donation to the scheme at the till or at our donation point.

Anyone in need can access a free hot drink or hot meal from Flo's Menu through a discreet token system at the till. They order as normal, collect a wooden token at the till point and hand it to staff, receiving their meal or drink free of charge.





Spotlight on: Me & You Menu

Why was it needed?

Before the introduction of the Me & You Menu, our main free food offer was Flo's Cafe weekly Monday Meals. While valuable and ongoing, Monday Meals are limited to a two-hour slot each week, and (until 2024), had a more limited menu and made use of a separate queue system in the Cafe. The Me & You Menu removes these restrictions and improves on our offering to make accessing free food more discreet and more readily available.

Impact so far

From 21 January to 31 March 2024, the Me & You Menu provided 523 free meals and drinks. This is in addition to other free food offers.

Feedback has been overwhelmingly positive. As one customer shared: "Excellent scheme, as just a few pounds donation can make a big difference to providing meals for others." – Flo's Customer (2025 Feedback Survey)

Me & You Menu is powered by the generosity and support of the community here in OX4. We are so grateful for the way the scheme has been welcomed. With your continued support you can help us build a more equitable, supportive food system, one meal at a time.

Profit for purpose; our social return on investment

Flo's Cafe, Flo's Refill Shop and Flo's Nature Nurseries were born from the desire to serve the community of OX4. They were established, and continue to exist, for social benefit purposes.

The income that these services generate are key financial contributors to Flo's ability to fulfil our overall charitable purpose as a Community Benefit Society. Flo's Cafe and Flo's Refill Shop form what we call 'Flo's Trading'. This 'trading arm' provides financial support for our charitable community work.

This year, Flo's Trading donated its £57,000 profit back to our charitable activities so that Flo's can continue to offer vital and much loved services to the community. These services include food access, improving health equity, children and family work, social care work as well as projects and programmes to support the local environment and planetary health.

We will always balance our approach to income generation with our core social purpose. As an organisation, we work hard to maintain that balance for the benefit of all. We call this model 'Profit for Purpose.'

In 2024/2025, for every £1 of income, Flo's delivered £4 of social value.



£4.2m

Children and young people



£1.1m

Public Health and inequalities



£94k

Community and Safety



£45k

Adult social care



£4.6k

Climate change and environment

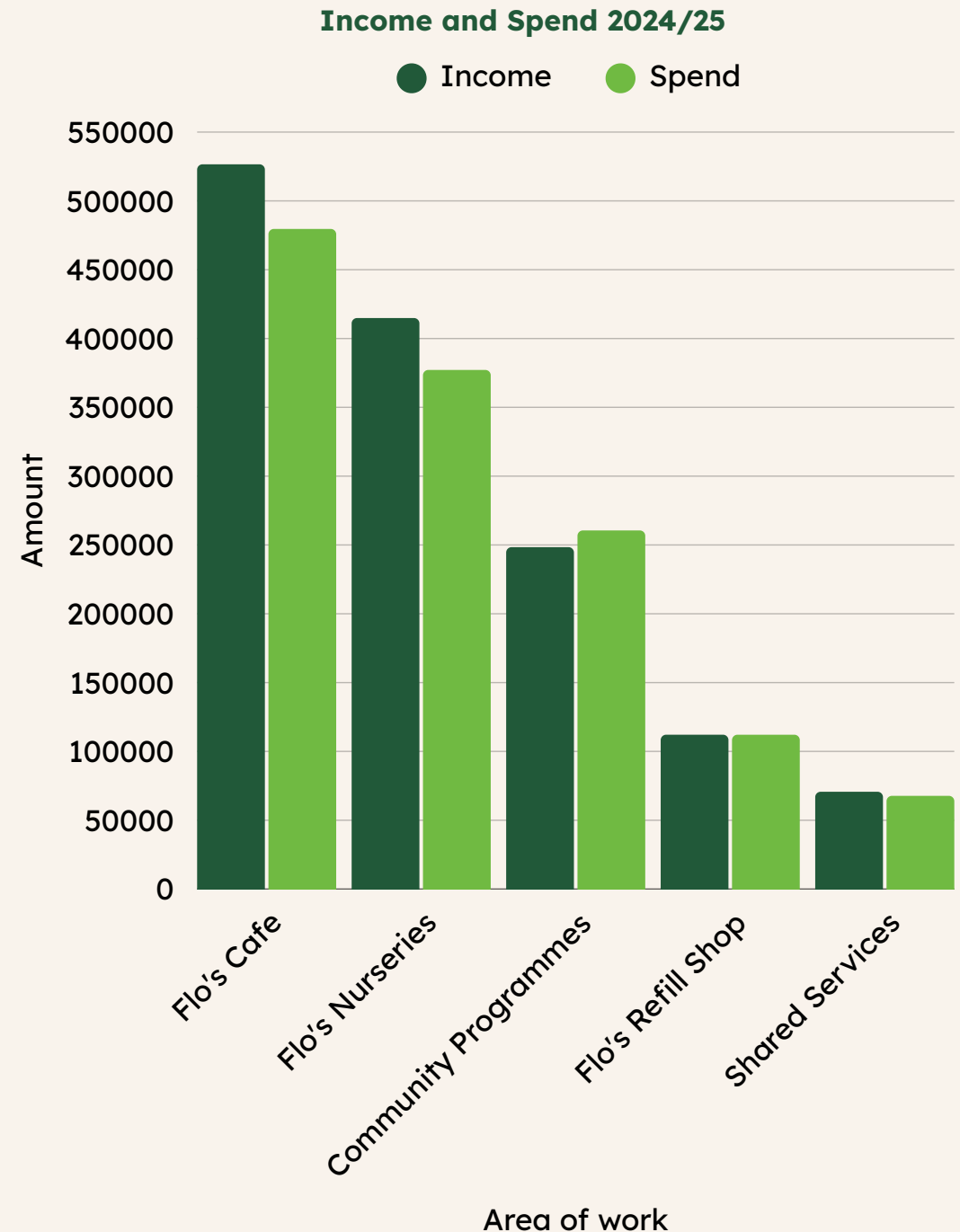
Finances

Overview

Our total income increased slightly this year to £1,375,402 and expenditure increased to £1,298,515. This was due to a combination of increasing Cafe sales and the first full year of the Barracks Lane Nursery and expanded Equal Start Oxford programme.

We ended the year with a surplus of £76,887. Most of this was generated by Flo's Trading (our trading subsidiary) which runs Flo's Cafe and Flo's Refill Shop. They made a profit of £57,000 which will be donated back to the PPP Community Benefit Society to support our wider community work.

The PPP Community Benefit Society ended the year with a small surplus and as of 31 March 2025 held total funds of £485,720. This included £228,371 of unrestricted free reserves. Free reserves are funds held to manage financial risks and ensure the continuity of our services. Our free reserves target is £300,000 - £350,000 and we're working towards reaching this over the next three to five years.



Finances

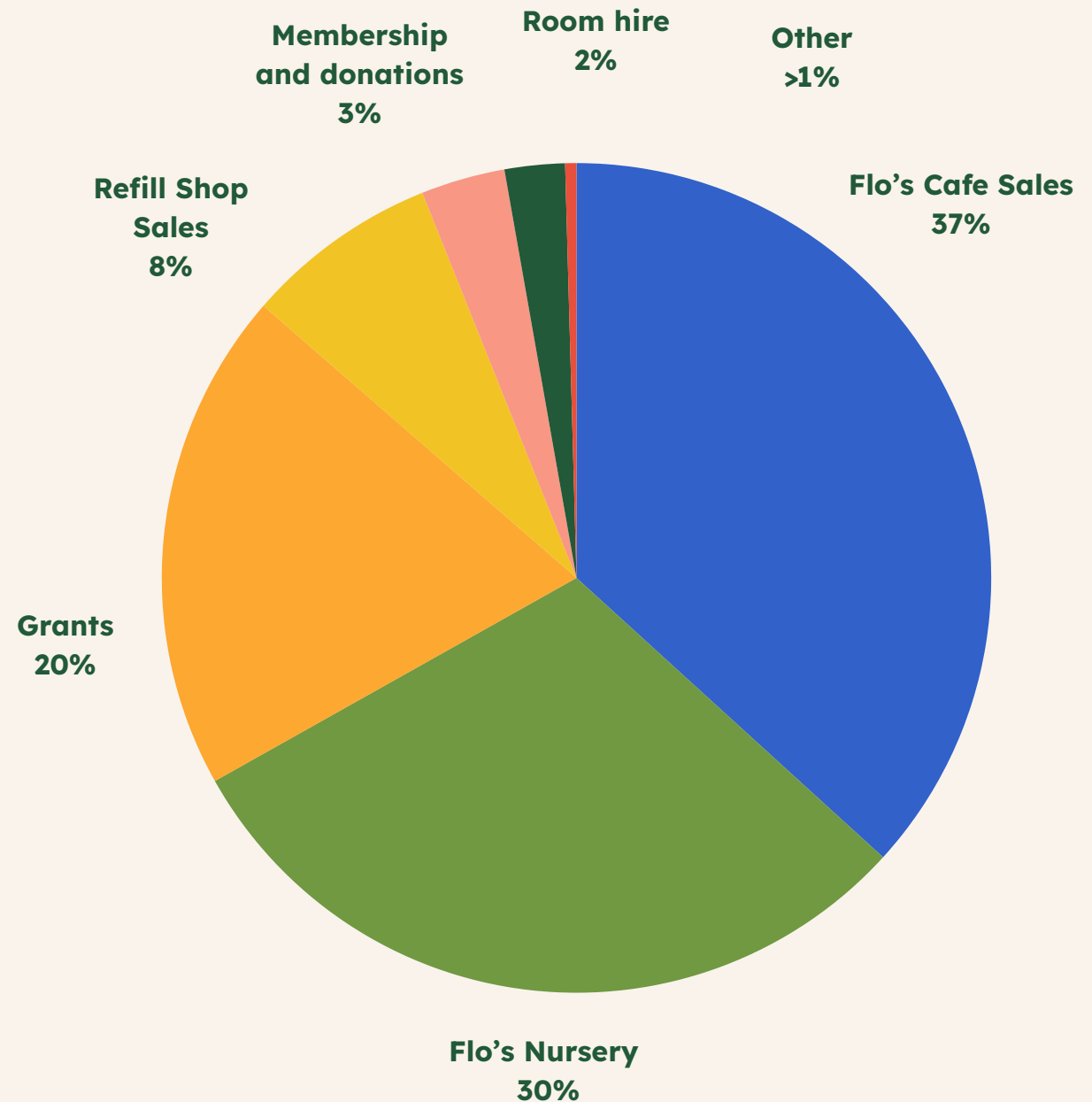
Where our income comes from

Flo's Cafe and Nurseries are our main sources of income and expenditure, totalling 67% between them.

Grant income makes up 20% and is the main source of funding for the Equal Start Oxford and OX4 Food Crew programmes.

We're grateful for the ongoing support of the National Lottery Fund, Integrated Care Board, BBC Children in Need, and Oxfordshire Community Foundation and Active Oxfordshire to enable this work to continue (as well as multiple partners who give their time and expertise).

Our remaining income is generated through Flo's Refill Shop sales, room hire, membership, and donations.



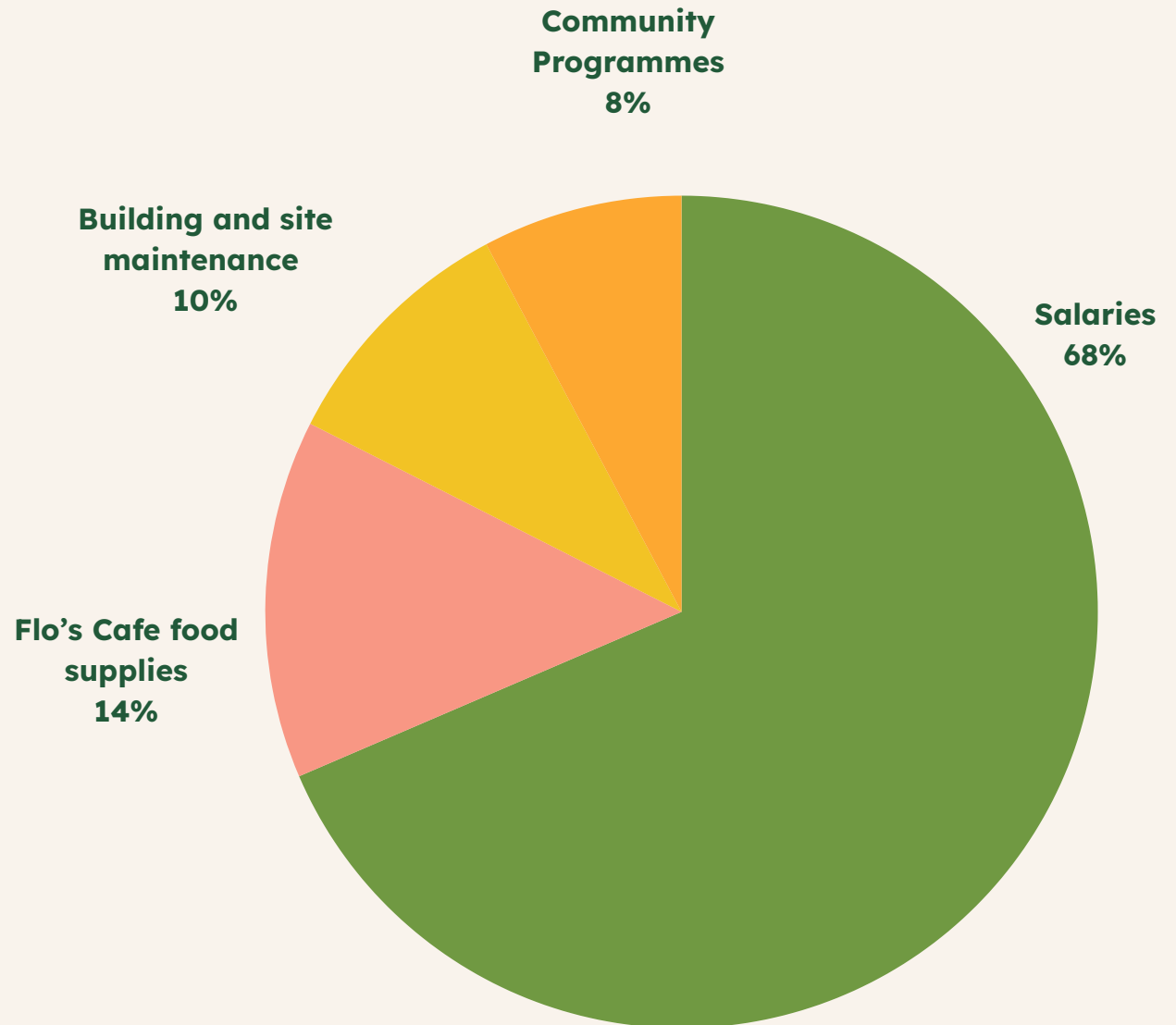
Finances

What we spend our money on

PPP now employs 50 people, who between them keep Flo's open seven days a week, 365 days a year. Salaries are by far our largest source of expenditure and we're happy to be an Oxford Living Wage employer.

Our next biggest source of spend is Flo's Cafe and Flo's Refill Shop supplies, followed by the cost of maintaining Flo's site and building.

We're grateful to Oxfordshire County Council for a rent holiday in 2024-25 allowing us to invest those resources into running Flo's Services and caring for the building which is used by hundreds of people every day.





‘Flo’s is welcoming and a great place to meet people, bring kids and enjoy a meal. It’s a wonderful example of spatial justice in action in Oxfordshire!’

Customer feedback survey 2025



Spotlight on: Flo's Refill Shop

Flo's Refill Shop was opened at Flo's in June 2019. It was established to provide a place where local people can shop for essentials whilst supporting the reduction of waste by encouraging the use of reusable containers instead of pre-packaged supermarket products. Our desire to provide this service is underpinned by our core belief in, and pursuit of, a circular economy in Oxford.

As well as providing a place to shop sustainably, Flo's Refill Shop has always offered a safe, supportive place for those who wish to volunteer but who may face barriers to traditional employment or volunteer opportunities. Our staff support our volunteers to develop skills and confidence and we have been delighted to see a number of volunteers go on to fulfilling work elsewhere having spent time with us.

As the awareness and popularity of Flo's Refill Shop has increased, so has the demand for a wider range of items and products. In recent times with the closure of other much loved local independent shops we have seen increasing demand for ethical and sustainably sourced goods outside of food and household refills.

In response, we began expanding our range to include a number of homewares, accessories, greetings cards, gifts, jewellery and clothing alongside our traditional offering. In total, 305 new items have been introduced during 2024/25. All sourced with sustainability and ethical consumer practices in mind





It's not just the 'nice to haves', however. We understand that in an economically challenging time, shopping sustainably and reducing plastic waste can be challenging for household budgets. That's why in 2025 we began work to introduce a new Essentials range. These essential items are available on a 'pay by weight' basis and include staples such as pasta, rice, flour, cous cous and a rotating stock of other grains and pulses. Unlike most of our other items, the products in the Essentials range are non-organic and therefore have a lower price point, without compromising on quality and freshness.

Towards the end of the financial year, we successfully trialled a seven day a week opening for Flo's Refill Shop - a change from the previous five days per week. Flo's Refill is now open seven days a week to match Flo's Cafe opening hours.

The changes and advancements we have made have been possible, in large part, because of the generosity of the Step Change Grant from Oxford Community Foundation to whom we are extremely grateful. The shop now benefits from a remodelled space with improved storage and security and an expanded product range.. These changes have brought fresh energy, greater opportunities, and improved accessibility.

As we look forward, we continue to rely on the support and loyalty of our customers and a growing customer base, to deliver our vision. We are so grateful to our customers, volunteers and community for the role you play in our future. With your support we can do even more.



‘Thank you for all the kindness and care you have shown. He has loved every minute and has the most incredible curiosity and love for the world around him.’



**‘Flo’s is a wonderful,
friendly space that
the community is
very lucky to have.’**

Customer feedback survey 2025

Volunteering at Flo's

We simply couldn't achieve all that we do each year without the support of our fantastic team of volunteers. We would like to take this opportunity to say a huge thank you to everyone who has donated their time to us in the past year, no matter how long or how regularly, every contribution makes a difference.

Our volunteers come from all walks of life, some are students and young people looking for work experience, others are people who are looking to return to work after a career break, others work part time and want to give something back to the community, and some are retirees.

Whatever the reason, there is a place for everyone at Flo's. All areas of our organisation benefit from volunteering, whether it's in Flo's Cafe, Flo's Refill Shop, our Nature Nurseries or with some of our 'behind the scenes office work'.

We pride ourselves on being a home for all. We offer volunteering opportunities to people living with hidden health conditions, those who may be recovering from physical or mental ill health, people who are neurodivergent and those who may require a little additional support with everyday life.

If you would like to get involved with volunteering at Flo's, we'd love to hear from you. Email: volunteering@flosoxford.org.uk



Spotlight on: First Fridays at Flo's

As part of our commitment to serving the community, each month Flo's hosts 'First Fridays', a free to attend community event for all the family. Each event is themed and offers a variety of activities for families to enjoy. From seasonal crafts and celebrations to film nights and discos, our team works to provide a rolling series of accessible activities.

Alongside our activity schedules, First Fridays offer food for the family to enjoy from our friend, The Pizza Midwife and fellow social enterprise, OCA Kitchen. The fire pit in Flo's garden is a popular spot for families to gather, connect and warm up in the colder months.

In the past year, Flo's hosted 12 First Friday events with approximately 500 people attending. We've had magic shows, slime making events, spring time flower crown making, African dance workshops, Alice in Wonderland theme parties, Christmas craft sessions and kids discos.

The events are hosted by our Family Coordinator, Sarah and are supported by a team of volunteers who lend their time to make these events happen. First Fridays are funded by Flo's as part of our core purpose to serve the community and provide accessible spaces for the community to gather and benefit from.

Donations help to make these events possible. They help to fund the resources and activities we offer and the costs associated with running and staffing the venue. We also benefit from the generosity of The Pizza Midwife who, in the past year alone, has donated £750 from her takings to Flo's.

To ensure First Fridays are sustainable for Flo's in the future, we are looking for further financial support for these monthly community gatherings. We believe that First Fridays at Flo's offer a wonderful opportunity for local partnership, mutual benefit and alignment for the right company or group. We look forward to pursuing this aim in the coming months so we can continue to serve the community in this way.



‘Having you supporting made a difference. Seeking out support and having someone listen massively helped at the time.’

Mum supported by Equal Start Oxford team





Spotlight on: Tackling health inequalities

In 2024, Oxfordshire County Council announced that it would become a Marmot Place, taking a systemic approach to improving health equity. Equity is not simply about providing equal opportunities; it is about recognising barriers to access and addressing them at their root.

At Flo's, we are passionate about this work and welcome the county council's leadership in adopting this approach. Our grassroots experience shows the urgent need to reach individuals and families who are too often excluded from mainstream services. We believe in tackling root causes and in listening to the communities most affected, so they can help shape the solutions.

Thanks to a strong partnership with the NHS Maternity Team and funding from the integrated care board (ICB), our Equal Start Oxford team acts as a bridge between local families and NHS maternity care, increasing access to care services, and improving birth outcomes for women and pregnant people.

As a multidisciplinary hub, we are uniquely placed to identify barriers early, respond with compassion, and collaborate strategically. Providing bespoke antenatal classes and other learning opportunities to build capacity within our communities.

Equal Start Oxford supports women and families facing compounding challenges in healthcare, housing, food, and emotional wellbeing.

Our partnerships with other initiatives strengthen our ability to advocate for systemic change. Together with the OX4 Food Crew alliance, we support community voices to inform local authority responses to issues that matter.

Being based in a hub like Flo's creates multiple pathways of opportunity. Our dedicated team's approach is simple but powerful: listen deeply, understand the root causes of exclusion, and direct energy and resources toward what truly works for women and families.

‘Equal Start Oxford has had a very positive impact on us, especially learning on the health of mothers and children through mums group. We have learned a lot through it, including having support with housing problems. They can help us all. I am very happy with this project.’

Mum supported by Equal Start Oxford team





Our People Matter

Our people are at the heart of Flo's and we strive to create a truly great place to work, learn and grow for our staff and volunteers. Our people live our values every day so that together we can deliver our mission.

We couldn't run our organisation if it wasn't for the brilliant staff team and volunteer groups that support Flo's. Investing in our people is a key part of our strategic plan, with a strong focus on recognition through celebration, learning and development and employee wellbeing.

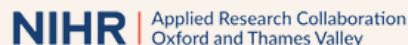
In 2024/25 we worked to strengthen our people and HR practice in a number of areas, including:

- Maintaining our status as an Oxford Living Wage employer. Each member of staff received the same small increase to their hourly wage.
- Increasing annual leave entitlement by an additional 5 days.
- Increasing sickness leave entitlement from 6 days to 20.
- Recruited and inducted a dedicated People and HR Coordinator; a new role for the organisation.
- Introduced and rolled out an EAP (Employee Assistance Programme).
- Introduced surveying and feedback mechanisms for us to understand staff values and culture.
- Strengthened our inclusive recruitment practices including, neurodiversity-friendly communication and accommodations to interviews.
- Began monthly wellbeing newsletter amplifying causes and encouraging open discussion.



**‘Flo’s is an amazing community
hub run by local people and
welcoming families and people of
all ages from Oxford and beyond.’**

A big thank you to Flo's partners, funders, supporters and friends



- Active Oxfordshire
- All our partners in the OX4 Food Crew
- All our regular hirers including the Motherkind Cafe, OxPip, La Leche League, Oxford Hub and others
- Annie Davy and Makena Lohr
- Annie Lee Associates Ltd
- Atlantic Fellows for Health Equity
- Barracks Lane Community Garden
- Baroness Jan Royall
- Berkshire Oxfordshire Buckinghamshire Integrated Care Board (BOBICB) and Local Maternity and Neonatal Systems (LMNS)
- Brendan, Adnan and the team at Plainlaw Solicitors
- Broken Spoke Bike Co-op
- CAG Oxfordshire
- Charity Mentor Jens Tholstrup
- Children in Need
- Cllr Dr Hosnieh Djafari-Marbini
- Cllr Dr Hosnieh Djafari-Marbini
- Cllr Lubna Arshad
- Cllr Mark Lygo
- Coops UK
- Dr Brenda Kelly, Carrie Granger, Jenny McLeish, OMVP and Health partners supporting Equal Start Oxford
- Elder Stubbs Allotments
- Florence Park Community Centre
- Gary Grewar
- Good Food Oxford
- Independent Oxford
- Jessops and Cook Architects
- John Caunt and the Step Change Grant
- Mike Sim Photography
- National Institute for Health and Care Research (NIHR)
- OCVA
- OSEP
- Oxford City Council
- Oxfordshire County Council
- Oxford Community Action
- Oxford Community Foundation
- Oxford Food Hub
- Oxford University
- Ram Goyal
- Routes Coffee
- Russell Hager
- Savona Foods
- Sport in Mind
- Steve Larkin and Hugh Fixsen
- Stig
- The National Lottery Community Fund
- The Nature Effect CiC
- The Oxford Foundation
- The Oxfordshire Inclusive Economy Partnership
- The Oxfordshire Lieutenancy
- The Pizza Midwife
- Westmill Solar Cooperative Ltd

Thank you to the customers of Flo's Cafe, Flo's Refill Shop and the parents of children at Flo's Nurseries.

With special thanks to the staff, volunteers, Trustees, voluntary advisors and Directors at Flo's.

**Registered Address:
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Community Benefit Society No. 7713

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