

Registered Charity No: 1164429

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2017



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REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2017**

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REFERENCE AND ADMINISTRATIVE DETAILS

TRUSTEES (all appointed 16 November 2015)

Marion Stevenson DL (Co-founder and Chair)
Sam Clarke DL
Robert Kirtland FCA (Co-founder)
John Taylor
William Powlett Smith CA (Treasurer)
David Astor CBE DL (resigned 17 October 2016)

CO-ORDINATOR

Roz Warren

INDEPENDENT EXAMINER

William Hanson Farries CA

BANKERS

Lloyds Bank plc
Commercial Banking
P. O. Box 1000
BX1 1LT

**REGISTRATION AS A CHARITABLE
INCORPORATED ORGANISATION**

16 November 2015 (no. 1164429)

WEBSITE

www.charitymentors.co.uk

REGISTERED ADDRESS

263 Woodstock Road
Oxford
OX2 7AE

REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2017

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31 MARCH 2017

INTRODUCTION

The Trustees of Charity Mentors Oxfordshire (“the Charity”) present their Report and Financial Statements for the period from registration of the Charity as a Charitable Incorporated Organisation (“CIO”) on 16 November 2015 to 31 March 2017.

Statement of compliance

This report complies with the requirements of the Charity’s constitution (based on the ‘foundation’ model CIO constitution authorised by the Charity Commission), which is the Charity’s governing document, and of *Accounting and Reporting by Charities: Statement of Recommended Practice (“SORP”) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (“FRS”) applicable in the UK and Republic of Ireland (FRS 102)*, issued by the Charity Commission and the Office of the Scottish Charity Regulator in their role as the joint SORP-making body, recognised by the Financial Reporting Council.

Objects and activities

The objects of the Charity are set out in its constitution as being:

- to support the capacity and sustainability of the voluntary and non-profit sector in Oxfordshire, including charities and community and social enterprises, through the provision of high quality mentoring and other services to their leaders, with the aim of enabling and encouraging clear strategic thinking, planning and action, for the benefit of the whole organisation; and
- to encourage and support the replication or adaptation of the Charity’s model in other counties of the UK.

The Charity addresses its objects by bringing together the expertise, skill, good will and resources of experienced leaders to support charities, voluntary organisations and community enterprises in Oxfordshire in defining and achieving their strategic goals. This support currently takes the form of *pro bono* short-term mentoring.

In addition, the Charity has developed and maintains a template for its service model which it offers to other mentoring organisations throughout the UK.

Public benefit

In setting the Charity’s goals and in its planning activities the Trustees have given due consideration to the published Charity Commission guidance on the operation of the public benefit requirement of the Charities Act 2011.

The public benefits through the improved performance of the non-profit organisations who are the sole recipients of the Charity’s *pro bono* mentoring service. The Charity does not target any particular body and it responds to any applicant.

Most of these organisations are registered charities, but the Charity has also worked with social enterprises, community groups, youth groups and individuals hoping to start a charitable organisation and who want to talk through strategic issues.

For these reasons the Trustees consider that the Charity meets the public benefit requirement.

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31 MARCH 2017 (continued)

PROGRESS AND PLANS

Progress and achievements from foundation to 31 March 2017

The Charity has its origins in a mentoring service (“the service”) launched in 2013 and operated by a steering group under the auspices of the Oxfordshire Community Foundation (registered charity no. 1151621), with the service’s first projects beginning in the same year. The catalyst for the initiative was the co-founders’ experience of, and reflection on, two prevailing factors: firstly, the burden of responsibility carried by voluntary sector managers in often precarious conditions; secondly, the level of good will that exists towards voluntary sector services amongst senior leaders in the commercial and public sectors.

In 2014 the service commissioned an Impact Assessment to obtain and evaluate feedback after its first year of operation from thirteen participating mentees. The Impact Assessment Report showed a high level of satisfaction with the service. Many charity leaders mentioned the sense of isolation they felt and all acknowledged the value of the opportunity to work with a mentor as a critical friend, bringing focus and clarity to the strategic challenge they faced.

By mid-2015, the service had been involved with 40 mentoring projects and had been contacted by approximately 60 organisations. In addition, the service had produced its *Template for a Service*, a 40-page document with 20 supporting attachments detailing comprehensively its model for establishing, delivering and evaluating its services. That document is available to other mentoring organisations throughout the UK.

These positive developments justified the decision to form a Charitable Incorporated Organisation (CIO) through which to carry out the service. Charity Mentors Oxfordshire was registered as an independent charity on 16 November 2015, adopting the ‘foundation’ model CIO constitution authorised by the Charity Commission. The steering group, which had operated the service since 2013, was replaced by a board of trustees.

By 31 March 2017 nearly 100 mentoring projects had been undertaken by the service and the CIO.

Plans

Having analysed the value of its work, the Charity has decided to increase the number of organisations it can help by building up its bank of experienced mentors. Its current objective is to build up to 40 interventions per annum by 31 March 2020.

The Charity’s only costs are expected to remain its core costs: coordination (matching up a charity and a mentor and then, importantly, assessing the outcome); support and training of mentors; promotion of the service so that it is known and used; administration and governance. All mentoring will continue to be delivered *pro bono* and has not been costed, but it has significant value. The Charity is dedicated to providing this free service to charities in Oxfordshire, and all funds are focussed on underpinning this work.

An updated Impact Assessment Report will be compiled during the year ending 31 March 2018.

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31 MARCH 2017 (continued)

FINANCIAL REVIEW

Commentary on statement of financial activities and balance sheet

The Charity's first financial statements are for the period from registration on 16 November 2015 to 31 March 2017. For comparative purposes the pro-forma figures in the financial statements show income and expenditure from 20 May 2013 to 15 November 2015, during which time the activities which the Charity assumed on 16 November 2015 were carried out under the auspices of Oxfordshire Community Foundation (OCF). Those comparative figures are included in parentheses in this commentary.

At registration the Charity held a bank balance of £15,080 and opening reserves of £14,308, of which £4,034 was classified as restricted income funds. At 31 March 2017, reserves had increased to £36,880 (£7,711 restricted). This followed successful applications to a number of trusts for donations to secure the Charity's viability, under its current model and strategy, to continue to be able to deliver services at least until 2020.

Income from donations in the period ended 31 March 2017 totalled £29,500 (period to 15 November 2015 - £24,694), including £5,000 (2015 - £5,000) restricted.

Total fundraising and publicity (including website set-up and maintenance costs) amounted to £2,736 (2015 - £2,503).

Charitable activities costs totalled £4,192 (2015 - £7,883). Higher costs in the comparative period, which covered 30 months, compared with the period ended 31 March 2017 of nearly 17 months. The Charity's principal expense is for the Co-ordinator's services and amounted to £5,865 in the period to 31 March 2017 (2015 - £7,496). The basis for allocating the Co-ordinator's services cost to expense categories is described in note 4 to the financial statements.

At 31 March 2017, the Charity held a bank balance of £36,880 (2015 - £15,080).

Fundraising

The sources of the Charity's income from donations are listed in note 3 to the financial statements, which also describes the restricted purposes where applicable. The Trustees are extremely grateful to the donors who have shown such confidence in the Charity's work during this start up phase. Their generosity has put the charity's work on a firm footing and enabled it to position itself not only to mentor charities and the voluntary sector in Oxfordshire, but also to assist similar organisations throughout the UK to establish a similarly effective model.

Reserves policy

The Trustees regularly review the Charity's financial position, cash flow and spending against the background of its budget and the rolling three-year plan which is reviewed annually, as is the Charity's reserves policy.

There is no possibility for the Charity to accumulate and maintain a substantial free reserve; however, the Trustees believe that the appropriate target for free reserves at this early stage in its development is to cover budgeted costs up to its planning horizon. Having achieved this, based on the current operating model and scale of activity, by 31 March 2017, the Charity is able to consider options to expand its services besides its current objective to build up to 40 interventions *per annum* by 31 March 2020. They believe that there will be sustained and probably growing demand for mentoring to charities and the voluntary sector.

Going concern

Having reviewed the funding available to the Charity together with its requirements for the next three years, the Trustees have a reasonable expectation that the Charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they have adopted the going concern basis in preparing the financial statements.

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31 MARCH 2017 (continued)

GOVERNANCE

Trustees

The Trustees determine the general policy of the Charity. The trustees at 31 March 2017 are shown on page 3. In addition, since the period end Alison Hill and Jens Tholstrup were appointed as trustees on 11 April 2017.

Trustees serve for a term of three years from the date of appointment with exception that trustees appointed when the Charity was registered (on 16 November 2015) have staggered terms: Robert Kirtland of two years to 15 November 2017; Marion Stevenson and Sam Clarke of three years to 15 November 2018; William Powlett Smith of four years to 15 November 2019.

A term of office may be renewed for a further 3 years; subsequently the trustee in question is required to resign but may apply for re-appointment after at least one year.

The Charity is administered by the Board of Trustees, which must have a minimum of five and a maximum of eight members, at least two of whom must themselves be mentors. The Board meets approximately quarterly, its meetings normally being followed by a meeting of the Charity's mentors for an exchange of information and to provide training and feedback. The Co-ordinator is responsible to the Trustees for overseeing the Charity's operations.

Trustee appointment, induction and training

The proposal to appoint a new trustee is made at a trustee meeting for consideration and approval by the existing trustees. This normally follows a series of discussions between the candidate and the Chair, other trustees and the Co-ordinator, allowing the candidate to be briefed on legal obligations under charity law, on the Charity's constitution, business plan, operations and recent financial performance.

Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role. Trustees who are also mentors take part in regular training offered to the Charity's mentors.

The Charity's mentors

Fundamental to the success of Charity Mentors Oxfordshire is the quality of the mentors it appoints. This was a key finding in a formal Impact Assessment which was completed towards the end of 2014, as well as of a client focus group conducted at the same time. Appreciative reference is frequently made to the mentor quality in the feedback reports the Charity asks clients to complete after individual projects. Mentor quality is fundamental because without good mentors, the Charity cannot fulfil its mission. It is also important because the marketing of the service relies a great deal on client endorsement.

There are currently 17 mentors available to Charity Mentors in Oxfordshire.

The Charity's trustees take this opportunity to thank the mentors for their commitment and contribution to the Charity's success.

Risk management

The Trustees recognise their responsibilities in the management of risk and have a documented risk management strategy and assessment which is reviewed at quarterly Board meetings:

The Trustees consider that the Charity's principal risk is that it is seen as giving clients advice which may cause damage to their organisation. To mitigate this, mentors are required not to hold themselves out as advisors. Quarterly mentor meetings are held to share best practice and to provide a forum for training. In addition, mentor and mentee feedback is gathered after each project and regular reviews for the mentors are held. The Charity has a formal complaints procedure of which clients are advised on embarking on a project. Mentees are asked to sign a disclaimer before commencement of the project.

Provision of information to the Independent Examiner

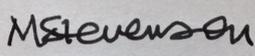
Each of the persons who is a trustee at the time when this report is approved has confirmed that:

- so far as that director is aware, there is no relevant information of which the Charity's Independent Examiner is unaware, and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the Charity's Independent Examiner in connection with his examination and to establish that the Charity's Independent Examiner is aware of that information.

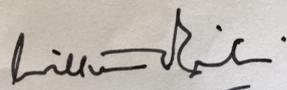
Trustees' responsibilities

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions, disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and the provisions of the Charity's constitution. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees' Report was approved by order of, and on behalf of, the Trustees



Marion Stevenson
Chair of Trustees
Date: 12 April 2017



William Powlett Smith CA
Treasurer

Marion Stevenson
Chair of Trustees

Date: 12 April 2017

William Powlett Smith CA
Treasurer

**INDEPENDENT EXAMINER’S REPORT TO THE TRUSTEES OF CHARITY
MENTORS OXFORDSHIRE (“the Charity”) ON THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2017 set out on pages 8 to 12.**

The Charity’s trustees are responsible for the preparation of the financial statements. The Charity’s trustees consider that an audit is not required for this period under section 144 of the Charities Act 2011 (“the Charities Act”) and that an independent examination is appropriate.

It is my responsibility to:

- examine the financial statements under section 145 of the Charities Act;
- to follow the procedures laid down in the general directions given by the Charity Commission (under section 145(5)(b) of the Charities Act); and
- to state whether particular matters have come to my attention.

My examination was carried out in accordance with general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the financial statements present a ‘true and fair’ view and the report is limited to those matters set out in the statement below.

In connection with my examination, no matter has come to my attention which gives me reasonable cause to believe that, in any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the Charities Act; and
- to prepare financial statements which accord with the accounting records and comply with the accounting requirements of the Charities Act

have not been met; or

- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

William Hanson Farries CA

Oxford, 12 April 2017

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2017

STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds	Restricted funds	16 November 2015 to 31 March 2017	<i>Pro forma 20 May 2013 to 15 November 2015</i>
		£	£	£	£
Income from donations	3	<u>24,500</u>	<u>5,000</u>	<u>29,500</u>	<u>24,694</u>
Expenditure:	4				
Fundraising & publicity costs:					
Website costs		-	1,323	1,323	147
Other publicity & fundraising costs		<u>1,413</u>	<u>-</u>	<u>1,413</u>	<u>2,356</u>
Total fundraising & publicity costs		<u>1,413</u>	<u>1,323</u>	<u>2,736</u>	<u>2,503</u>
Charitable activities:					
Service model template costs		-	-	-	819
Case coordination & monitoring costs		1,929	-	1,929	2,623
Impact assessment, feedback & quality control costs		1,378	-	1,378	1,874
Governance costs		<u>885</u>	<u>-</u>	<u>885</u>	<u>2,567</u>
Total charitable activities costs		<u>4,192</u>	<u>-</u>	<u>4,192</u>	<u>7,883</u>
Total expenditure		<u>5,605</u>	<u>1,323</u>	<u>6,928</u>	<u>10,386</u>
Net incoming resources and movement in funds	5	18,895	3,677	22,572	14,308
Total funds brought forward		<u>10,274</u>	<u>4,034</u>	<u>14,308</u>	<u>-</u>
Total funds carried forward		<u>29,169</u>	<u>7,711</u>	<u>36,880</u>	<u>14,308</u>

The notes on pages 10 to 12 form part of these financial statements.

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2017

BALANCE SHEET

	Note	31 March 2017		<i>Pro forma 15 November 2015</i>
		£	£	£
Current assets				
Debtors		-		-
Cash at bank and in hand		<u>36,880</u>		<u>15,080</u>
		36,880		15,080
Creditors: Amounts falling due within one year		<u>-</u>		<u>772</u>
Net current assets			<u>36,880</u>	<u>14,308</u>
Creditors: Amounts falling due in more than one year			<u>-</u>	<u>-</u>
Net assets			<u>36,880</u>	<u>14,308</u>
The funds of the Charity				
Restricted income funds	5		7,711	4,034
Unrestricted income funds	5		<u>29,169</u>	<u>10,274</u>
			<u>36,880</u>	<u>14,308</u>

The notes on pages 10 to 12 form part of these financial statements.
Approved by the trustees on 11 April 2017 and signed on their behalf by

Marion Stevenson (Chair)

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2017

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

Basis of Preparation

The financial statements have been prepared in accordance with *Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)*.

Under the recommendations made by The SORP Committee (an expert committee advising the Charity Commission for England and Wales and the Office of the Scottish Charity Regulator, in their role as the joint SORP-making body recognised by the Financial Reporting Council) the Charity considers itself to be a smaller entity allowing it to take advantage of the exemption from the FRS 102 requirement to publish a Statement of Cash Flows, which the trustees do not consider as providing additional information of value to the users of these financial statements.

The Trustees have a reasonable expectation that the Charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they have adopted the going concern basis in preparing the financial statements.

Charity Mentors Oxfordshire's first financial statements are for the period from registration on 16 November 2015 to 31 March 2017. For comparative purposes the pro-forma figures in the financial statements show income and expenditure from 20 May 2013 to 15 November 2015, during which time the activities which the charity assumed on 16 November 2015 were carried out under the auspices of Oxfordshire Community Foundation (OCF).

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.

Creditors

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

Restricted Funds

Restricted funds, whose use is specified by the donor, are credited to income in the period in which they are received. Where amounts are not specifically allocated against expenditure in that period, the balance is deferred and added to the balance brought forward on the restricted fund to be used in future periods.

Donated services and facilities

In accordance with the Charities SORP (FRS 102), the general volunteer time given by mentors is not recognised (please refer to the trustees' annual report for more information about the mentors' contribution).

Donated professional services and donated facilities are currently immaterial and are not recognised in the financial statements.

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2017

NOTES TO THE FINANCIAL STATEMENTS (continued)

2. STATUS OF THE CHARITY

Charity Mentors Oxfordshire is a Charitable Incorporated Organisation. It does not at present require an audit of its accounts. It is exempt from direct taxation on its surplus of income over expenditure and has no trading operations. It is not registered for value added tax.

3. INCOME FROM DONATIONS

	16 November 2015 to 31 March 2017 £	20 May 2013 to 15 November 2015 £
income from donations consists of:		
Unrestricted income:		
Transfer of funds from Charity Centre Oxford: see a)	-	13,694
Hamilton Trust – unrestricted	5,000	5,000
The HDH Wills 1965 Charitable Trust	500	-
The Adrian Swire Charitable Trust	4,000	-
The Lord Farringdon Charitable Trust	2,000	-
HLJ Brunner Settlement	5,000	-
PF Charitable Trust	5,000	-
St Michael's and All Saints' Charities	3,000	-
The Whitaker Trust - unrestricted	<u>-</u>	<u>1,000</u>
Total unrestricted income from donations	<u>24,500</u>	<u>19,694</u>
Restricted income:		
Hamilton Trust – restricted: see b)	-	5,000
The Whitaker Trust – restricted: see c)	<u>5,000</u>	<u>-</u>
Total restricted income from donations	<u>5,000</u>	<u>5,000</u>
Total income from donations	<u>29,500</u>	<u>24,694</u>

- a) £13,694 was donated by Charity Centre Oxford. This was a registered charity, set up to support the charity and voluntary sector in Oxfordshire, and which distributed unallocated funds prior to its closure in 2014.
- b) A donation of £5,000 received from Hamilton Trust in April 2014 was restricted to funding promotion of the Charity's services by developing its website and conducting a project to draw up a business model template, based on the Charity's experience, which could be offered to other organisations as the basis for a replicable mentoring model. The balance of this donation included in restricted income funds (note 5 below) was £2,711 at 31 March 2017 (at 15 November 2015 - £4,034).
- c) A donation of £5,000 received from The Whitaker Trust has been classified as restricted for the purposes of expanding the Charity's services outside Oxfordshire, providing a suitable opportunity can be identified before 2020, failing which the funds will revert to general funds. The balance of this donation included in restricted income funds (note 5 below) was £5,000 at 31 March 2017 (at 15 November 2015 - £nil)

4. EXPENDITURE

The Charity's principal expense is for the Co-ordinator's services and amounted to £5,865 in the period to 31 March 2017 (2015 - £7,496). Except where incurred on projects paid for by restricted funding, those services are allocated to the separate expenditure categories in the financial statements as follows:

Fundraising and publicity	25%
Case co-ordination and monitoring	35%
Impact assessment, feedback and quality control	25%
Governance	15%
Total	<u>100%</u>

5. THE FUNDS OF THE CHARITY

Movements on the Charity's funds are summarised as follows:

	Unrestricted income funds	Restricted income funds	Total funds
	£	£	£
At 16 November 2015	10,274	4,034	14,308
Additions during the period	<u>18,895</u>	<u>3,677</u>	<u>22,572</u>
At 31 March 2016	<u>29,169</u>	<u>7,711</u>	<u>36,880</u>

The purposes of the balances on restricted income funds at 16 November 2015 and 31 March 2017 are described in note 3 above.

6. TRUSTEE REMUNERATION

The Trustees received no remuneration nor any reimbursement of expenses during the period.