

Registered Charity No: 1164429

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018



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REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

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REFERENCE AND ADMINISTRATIVE DETAILS

TRUSTEES	Marion Stevenson DL (Co-founder and Chair) Sam Clarke DL Robert Kirtland FCA (Co-founder) John Taylor William Powlett Smith CA (Treasurer, until 30 April 2018) Alison Hill (appointed 11 April 2017) Jens Tholstrup (appointed 11 April 2017) Kevin Senior FCA (appointed 24 January 2018, Treasurer from 30 April 2018)
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 YEAR ENDED 31 MARCH 2018

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2018

INTRODUCTION

The Trustees of Charity Mentors Oxfordshire (“the Charity”) present their Report and Financial Statements for the year ended 31 March 2018.

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 YEAR ENDED 31 MARCH 2018 (continued)

PROGRESS AND PLANS

Progress and achievements

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 its first 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.

In July 2017 the Charity’s second Impact Report was completed. It is challenging to measure outcomes that relate directly to the Charity’s support because qualitative factors play a significant part in those outcomes. However, it is clear from feedback that, through the Charity’s work, decision-making processes are improved, greater clarity of analysis is achieved, and that charity leaders feel more confident and empowered in their roles as leaders through the support of their mentor. The fact that the July 2017 Impact Report found that all mentees would recommend the service to others demonstrates the value that leaders put on this opportunity, the appropriateness of the Charity Mentors model and – most importantly – the skill and experience of the mentors.

On 14 July 2017 the Charity held an event attended by over 100 mentees, potential mentees, donors, mentors, trustees and other stakeholders to celebrate 100 mentoring projects having been undertaken by the service and the CIO.

Plans

The Charity held its annual strategy review meeting for Trustees and mentors on 16 October 2017. The main objective was to investigate service extensions supporting strategic thinking and decision-making by Oxfordshire not-for-profits.

The Charity aims 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*. The trustees estimate that its value, based on 675 mentoring hours at £100 per hour, is £67,500 (twelve months to 31 March 2017: 570 hours / £57,000). The Charity is dedicated to providing this free service to charities in Oxfordshire, and all funds continue to be focussed on underpinning this work.

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2018 (continued)

FINANCIAL REVIEW

Commentary on statement of financial activities and balance sheet

This report and financial statements are for the year ended 31 March 2018. Comparative figures are for the period from registration as a CIO on 16 November 2015 to 31 March 2017.

At 31 March 2018 the Charity held a bank balance of £46,040 (31 March 2017 - £36,880) and reserves of £ 44,080 (31 March 2017 - £36,880) of which £7,661(2017 - £7,711) was classified as restricted income funds. The increases in bank balance and reserves during the year are attributable to donations exceeding expenditure.

Income from donations in the year ended 31 March 2018 totalled £16,500 (period to 31 March 2017 - £29,500), including £3,000 (period to 31 March 2017 - £5,000) restricted.

Total fundraising and publicity (including website set-up and maintenance costs) amounted to £3,045 , (period to 31 March 2017 - £2,736).

Charitable activities costs totalled £6,255 (period to 31 March 2017 - £4,192). The Charity's principal expense is fees for the services of the Co-ordinator and of the Communications Officer appointed in February 2018, and amounted to £8,624 in the year to 31 March 2018 (period to 31 March 2017 - £5,865). The basis for allocating those fees to expense categories is described in note 4 to the financial statements.

Fundraising

The Charity's income from donations is shown 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 early 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 offer assistance to 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 plan which are reviewed annually, as is the Charity's reserves policy.

The Trustees do not intend to accumulate and maintain a substantial unrestricted reserve. They believe that, at this early stage in the Charity's development, reserves should be maintained to meet its budgeted net expenditure of approximately £36,000 over its current planning period from 1 April 2018 to 31 March 2020, during which time the Trustees' objective is to build up to 40 interventions per annum. As unrestricted reserves at 1 April 2018 marginally exceed this level, the Trustees are not currently fundraising proactively, although this may change in the light of service opportunities which may arise. This level of reserves will be reviewed to ensure adequate cover of operating costs is maintained as the activities of the Charity expand, since the Trustees 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 two 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 YEAR ENDED 31 MARCH 2018 (continued)

GOVERNANCE

Trustees

The Trustees determine the general policy of the Charity. The trustees at 31 March 2018 are shown on page 2.

Trustees serve for a term of three years from the date of appointment with the 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, extended to 15 November 2020; 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.

Sam Clarke's term has been extended by three years to 15 November 2018. Marion Stevenson has elected not to seek an extended term and her successor as Chair will be appointed during the year ending 31 March 2019.

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.

At 31 March 2018 there were 17 mentors (31 March 2017 – 16 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.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2018 (continued)

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 has two principal risks:

1. being 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;
2. the loss of key operational personnel. This has been mitigated by:
 - the compilation during the year of a virtual compendium of all policies, forms and marketing collateral which is now included on a password-protected section of the Charity's website; and
 - creating a part-time role to support the Coordinator with communications;

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.

Charity Governance Code

The Charity Governance Code ("the Code") for smaller charities was published in July 2017 by an independently chaired cross-sector collaboration, the Charity Governance Code Steering Group ("the Code Steering Group"), of which the Charity Commission is an observer. The Charity has taken steps to follow the Code as the Steering Group intended, viz. as a tool for continuous improvement towards the highest standards of governance.

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

Marion Stevenson
Chair of Trustees

William Powlett Smith CA
Treasurer

Date: 30 April 2018

INDEPENDENT EXAMINER’S REPORT TO THE TRUSTEES OF CHARITY MENTORS OXFORDSHIRE (“the Charity”) ON THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018 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 the year ended 31 March 2018 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, 30 April 2018

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds	Restricted funds	Year to 31 March 2018	16 November 2015 to 31 March 2017
		£	£	£	£
Income from donations	3	<u>13,500</u>	<u>3,000</u>	<u>16,500</u>	<u>29,500</u>
Expenditure:	4				
Fundraising & publicity costs:					
Website costs		-	50	50	1,323
Other fundraising & publicity costs		<u>2,995</u>	<u>-</u>	<u>2,582</u>	<u>1,413</u>
Total fundraising & publicity costs		<u>2,995</u>	<u>50</u>	<u>3,045</u>	<u>2,736</u>
Charitable activities:					
Service model template costs		-	-	-	-
Case coordination & monitoring costs		-	2,408	2,408	1,929
Impact assessment, feedback & quality control costs		928	592	1,520	1,378
Governance costs		<u>2,327</u>	<u>-</u>	<u>2,327</u>	<u>885</u>
Total charitable activities costs		<u>3,255</u>	<u>3,000</u>	<u>6,255</u>	<u>4,192</u>
Total expenditure		<u>6,250</u>	<u>3,050</u>	<u>9,300</u>	<u>6,928</u>
Net incoming resources and movement in funds	5	7,250	(50)	7,200	22,572
Total funds brought forward		<u>29,169</u>	<u>7,711</u>	<u>36,880</u>	<u>14,308</u>
Total funds carried forward		<u>36,419</u>	<u>7,661</u>	<u>44,080</u>	<u>36,880</u>

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

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

BALANCE SHEET

	Note	31 March 2018		31 March 2017
		£	£	£
Current assets				
Debtors		-		-
Cash at bank and in hand		<u>46,040</u>		<u>36,880</u>
		46,040		36,880
Creditors: Amounts falling due within one year		<u>1,960</u>		-
Net current assets			<u>44,080</u>	<u>36,880</u>
Creditors: Amounts falling due in more than one year			-	-
Net assets			<u>44,080</u>	<u>36,880</u>
The funds of the Charity				
Restricted income funds	5		7,661	7,711
Unrestricted income funds	5		<u>36,419</u>	<u>29,169</u>
			<u>44,080</u>	<u>36,880</u>

The notes on pages 10 to 12 form part of these financial statements.
 Approved by the trustees on 30 April 2018 and signed on their behalf by

Marion Stevenson (Chair)

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

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 were for the period from registration on 16 November 2015 to 31 March 2017 and are the basis for comparative figures in these financial statements for the year ended 31 March 2018.

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 YEAR ENDED 31 MARCH 2018

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

	Year ended 31 March 2018 £	16 November 2015 to 31 March 2017 £
income from donations consists of:		
Unrestricted income from donations	13,500	<i>24,500</i>
Restricted income from donations	<u>3,000</u>	<i><u>5,000</u></i>
Total income from donations	<u>16,500</u>	<i><u>29,500</u></i>

- a) A donation of £5,000 received 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 £2,661 at 31 March 2018 (at 31 March 2017 - £2,711).
- b) A donation of £5,000 received in January 2017 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 2018 (at 31 March 2017 - £5,000).
- c) Donations of £1,000 and £2,000 received in June and August 2017 respectively were classified as restricted for the purposes of co-ordination costs. These donations were fully applied to the restricted purpose during the year ended 31 March 2018, leaving no balance at the year end.

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

NOTES TO THE FINANCIAL STATEMENTS (continued)

4. EXPENDITURE

The Charity's principal expense is for the services of a part time Co-ordinator and a Communications Officer, and amounted to £8,624 in the year to 31 March 2018 (period to 31 March 2017 - £5,865). Except where incurred on projects paid for by restricted funding, those services are allocated to the separate expenditure categories in the financial statements using analysis of time records. Approximate time allocations are as follows:

	Year to 31 March 2018	16 November 2015 to 31 March 2017
Fundraising and publicity	30%	25%
Case co-ordination and monitoring	25%	35%
Impact assessment, feedback and quality control	20%	25%
Governance	25%	15%
Total	<u>100%</u>	<u>100%</u>

The following is an analysis of total expenditure by cost component:

	Year to 31 March 2018	16 November 2015 to 31 March 2017
	£	£
Fees for services	8,624	5,865
Printing and stationery	373	146
Travel	40	84
Training	100	-
Meeting costs	28	18
Subscriptions	25	10
Bank charges	60	-
Website (bought-in costs)	50	805
Total	<u>9,300</u>	<u>6,928</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 1 April 2017	29,169	7,711	36,880
Movement during the year	<u>7,250</u>	<u>(50)</u>	<u>7,200</u>
At 31 March 2018	<u>36,419</u>	<u>7,661</u>	<u>44,080</u>

The purposes of the balances on restricted income funds at 1 April 2017 and 31 March 2018 are described in note 3 above.

6. TRUSTEE REMUNERATION

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