

Registered Charity No: 1164429

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019



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TRUSTEES

Marion Stevenson DL (Co-founder & Chair) resigned Oct 2018

Sam Clarke DL

Robert Kirtland FCA (Co-founder)

John Taylor

William Powlett Smith CA resigned 15 Nov 2019

Alison Hill

Jens Tholstrup

Kevin Senior FCA (appointed 24 January 2018, Treasurer from 30 April 2019)

Annette Mountford (appointed 28 Jan 2019)

CO-ORDINATOR

Roz Warren

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

c/o Critchleys
Beaver House
23 – 38 Hythe Bridge Street
Oxford OX1 2

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2019

INTRODUCTION

The Trustees of Charity Mentors Oxfordshire (“the Charity”) present their Report and Financial Statements for the year ended 31 March 2019.

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.

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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.

A strategic Review held in late 2017 concluded that the main thrust of the organisation should continue as a provider of pro bono services to local organisations. In addition trustees agreed to consider the possibility of extending work into the North of the County around Banbury and to consider whether there could be other models of service provision such as working with chairs and CEOs jointly.

In July 2019, after the accounting period, the Charity published its third Impact Report. By mid-2019, Charity Mentors Oxfordshire had completed 150 different mentoring projects across all sectors and with organizations of varying size. 25% of the projects concerned children, young people and families. Over 25% of the organizations had an annual revenue of below £50,000. The size distribution of the sector as a whole is heavily weighted towards smaller organizations. According to statistics provided by OCVA, of the 4,700+ organizations registered with them, 42% have an annual revenue of less than £5,000.

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In terms of outcomes, the 2019 Report showed the most prevalent and unanimous outcomes were around support for the individual. Mentees unanimously welcomed the opportunity to work through ideas and issues with someone who could help them clarify the issues and explore different solutions and approaches. Someone to use as a sounding board, to support them in the changes that they were trying to make, to think about different ways of working and step-back from the day-to-day pressures of running the organization. Interestingly, these outcomes were mentioned by CEOs with strong, supportive boards, as well as those who had less support. The presence of a trusted “outsider” can be a very useful catalyst for turning up new ideas as well as revisiting old challenges that never seem to go away!

Plans

In accordance with the aims of the 2017 strategic review, there was increased focus on Banbury for much of 2018 and 2019. The number of mentoring projects in this area increased but the trustees agreed that the potential demand did not warrant setting up a satellite organization or other separate outreach facilities.

Plans for the coming year include working in partnership with Oxfordshire Community Foundation in order to build a better picture of what potential demand could be based on the number of organizations based in the county. The desire is to increase awareness and to research the possibility of more targeted interventions.

The joint-mentoring of chairs and CEOs is developing, but slowly. To some extent, Charity Mentors responds to demand as articulated by potential mentees. There are occasions when it is clear that a joint mentoring project could be beneficial, but it is necessary to be sensitive to the circumstances surrounding the intervention and the willingness of both parties to participate before such projects can be successfully embarked upon.

Our template is now in use by East Sussex Charity Mentors (<https://mentoring-eastsussex.co.uk/>), and the county of Kent is also exploring the possibility of setting up a similar organization.

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 594 mentoring hours at £100 per hour, is £59,400. The Charity is dedicated to providing this free service to charities in Oxfordshire, and all funds continue to be focussed on underpinning this work.

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FINANCIAL REVIEW

Commentary on statement of financial activities and balance sheet

This report and financial statements are for the year ended 31 March 2019. At 31 March 2019 the Charity held a bank balance of £39,674 (31 March 2018 - £46,040) and reserves of £ 37,655 (31 March 2018 - £44,080) of which £7,167(2018 - £7,661) was classified as restricted income funds. The decreases in bank balance and reserves during the year are attributable to expenditure exceeding donations.

Income from donations in the year ended 31 March 2019 totalled £8,000 (year to 31 March 2018 - £16,500).

Total fundraising and publicity (including website set-up and maintenance costs) amounted to £9,179 , (year to 31 March 2018 - £3,045).

Charitable activities costs totalled £5,246 (year to 31 March 2018 - £6,255). 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 £12,951 in the year to 31 March 2019 (year to 31 March 2018 - £8,624). 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 2019 to 31 March 2021.. 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 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.

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GOVERNANCE

Trustees

The Trustees determine the general policy of the Charity. The trustees at 31 March 2019 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 2019; 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.

Marion Stevenson elected not to seek an extended term as Chair and stepped down in October 2018. She is succeeded by Sam Clarke whose term has been extended to April 2020.

Annette Mountford joined the Board as a trustee in Jan 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 and endorsed by the subsequent Assessments in 2017 and 2019, as well as of a client focus group conducted in 2014 and through frequent interactions and feedback after each project. 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 2019 there were 18 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.

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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;

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

Sam Clarke
Chair of Trustees

Date: January 2020

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STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds	Restricted funds	Year to 31 March 2019	Year to 31 March 2018
		£	£	£	£
Income from donations	3	<u>8,000</u>	-	<u>8,000</u>	<u>16,500</u>
Expenditure:	4				
Fundraising & publicity costs:					
Website costs		-	494	494	50
Other fundraising & publicity costs		<u>8,685</u>	-	<u>8,685</u>	<u>2,995</u>
Total fundraising & publicity costs		<u>8,685</u>	<u>494</u>	<u>9,179</u>	<u>3,045</u>
Charitable activities:					
Service model template costs		-	-	-	-
Case coordination & monitoring costs		3,235	-	3,235	2,408
Impact assessment, feedback & quality control costs		500	-	500	1,520
1 Governance costs		<u>1,511</u>	-	<u>1,511</u>	<u>2,327</u>
Total charitable activities costs		<u>5,246</u>	-	<u>5,246</u>	<u>6,255</u>
Total expenditure		<u>13,931</u>	<u>494</u>	<u>14,425</u>	<u>9,300</u>
Net incoming resources and movement in funds	5	(5,931)	(494)	(6,425)	7,200
Total funds brought forward		<u>36,419</u>	<u>7,661</u>	<u>44,080</u>	<u>36,880</u>
Total funds carried forward		<u>30,488</u>	<u>7,167</u>	<u>37,655</u>	<u>44,080</u>

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

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BALANCE SHEET

	Note	31 March 2019		31 March 2018
		£	£	£
Current assets				
Debtors		-		-
Cash at bank and in hand		<u>39,674</u>		<u>46,040</u>
		39,674		46,040
Creditors: Amounts falling due within one year		2,019		1,960
Net current assets			<u>37,655</u>	<u>44,080</u>
Creditors: Amounts falling due in more than one year			<u>-</u>	<u>-</u>
Net assets			<u>37,656</u>	<u>44,080</u>
The funds of the Charity				
Restricted income funds	5		7,167	7,661
Unrestricted income funds	5		<u>30,488</u>	<u>36,419</u>
			<u>37,655</u>	<u>44,080</u>

The notes on pages 10 to 12 form part of these financial statements.
Approved by the trustees on January 2020 and signed on their behalf by

Kevin Senior (treasurer)

CHARITY MENTORS OXFORDSHIRE
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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.

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.

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NOTES TO THE FINANCIAL STATEMENTS

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 2019 £	Year to 31 March 2018 £
income from donations consists of:		
Unrestricted income from donations	8,000	13,500
Restricted income from donations	=	<u>3,000</u>
Total income from donations	<u>8,000</u>	<u>16,500</u>

- 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 2019 (at 31 March 2018 - £2,611).

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 2019 (at 31 March 2018 - £5,000).

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EXPENDITURE

The Charity's principal expense is for the services of a part time Co-ordinator and a Communications Officer, and amounted to £12,951 in the year to 31 March 2019 (year to 31 March 2018 - £8,624). 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 2019	Year to 31 March 2018
Fundraising and publicity	64%	30%
Case co-ordination and monitoring	22%	25%
Impact assessment, feedback and quality control	4%	20%
Governance	<u>10%</u>	<u>25%</u>
Total	<u>100%</u>	<u>100%</u>

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

	Year to 31 March 2019 £	Year to 31 March 2018 £
Fees for services	12,951	8,624
Printing and stationery	139	373
Travel	353	40
Training and subscriptions	210	125
Meeting costs	82	28
Insurance	101	-
Bank charges	95	60
Website	<u>494</u>	<u>50</u>
Total	<u>14,425</u>	<u>9,300</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 2018	36,419	7,661	44,080
Movement during the year	<u>(5,931)</u>	<u>(494)</u>	<u>(6,425)</u>
At 31 March 2019	<u>30,488</u>	<u>7,167</u>	<u>37,655</u>

The purposes of the balances on restricted income funds at 1 April 2018 and 31 March 2019 are described in note 3 above.

6. TRUSTEE REMUNERATION

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