

# DIVERSITY ROLE MODELS

England & Wales - Charity number 1142548

## Details

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**Other names** D.R.M

**Status** Registered

**Legal form** Charitable company

**Company number** [07640644](#)

**Registered** 2011-06-23

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** St Anne's Church  
55 Dean Street  
London  
W1D 6AF

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**Email** [info@diversityrolemodels.org](mailto:info@diversityrolemodels.org)

**Website** [www.diversityrolemodels.org](http://www.diversityrolemodels.org)

## Activities

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**Objects:** 2. Objects2.1. The Charity's objects are specifically restricted, in each case, to the promotion of equality and diversity for the public benefit by:2.1.1 the elimination of discrimination on the grounds of sexual orientation and gender identity in educational institutions;2.1.2 advancing education and raising awareness in equality, diversity and inclusion; and2.1.3 promoting activities to foster understanding between people from diverse backgrounds."

**Activities:** DIVERSITY ROLE MODELS ACTIVELY SEEKS TO PREVENT HOMOPHOBIC, BIPHOBIC AND TRANSPHOBIC BULLYING IN UNITED KINGDOM SCHOOLS. WE AIM TO STOP BULLYING BEFORE IT HAPPENS BY EDUCATING ALL YOUNG PEOPLE ABOUT DIFFERENCES IN SEXUALITY AND GENDER IDENTITY, BY PROVIDING TRAINING FOR SCHOOL STAFF AND GOVERNORS AND BY OFFERING CONSULTANCY TO SCHOOLS.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, Other Defined Groups

## Geography

- Scotland
- Throughout England

## Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£732,037	£776,635	£353,437	13
2023-08-31	£872,238	£747,872	£398,035	9
2022-08-31	£513,646	£531,543	£273,669	12
2021-08-31	£388,638	£362,976	-	-
2020-08-31	£427,716	£418,228	-	-

## Trustees

Name	Role	Appointed
<b>Christopher Glenn Drennen</b>	Chair	2024-01-30
Costandinos Kyriacou		2022-06-27
Daniela Grasso		2022-06-27
Dena Tahmasebi		2024-07-24
George Adam McCann		2023-11-08
Heidi Mallace		2023-09-06
Kelly Anne Higson		2024-07-24
Neil Russell Feinson		2024-07-24
Ross Donald McKellar		2024-07-24
Symon Wheelhouse		2024-06-27

**DIVERSITY ROLE MODELS**

England & Wales - Charity number 1142548

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# Accounts

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# **Diversity Role Models**

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## Annual Report 2024

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# A Message From Our CEO

Building on the impact of our work from the previous year, we are incredibly proud to have delivered our inspiring, life-changing workshops to over 42,500 young people across the country in 2023/24. This takes the total number of young people we've reached since Diversity Role Models was founded in 2011 to almost 250,000, in more than 1,000 schools. We could not have achieved this or changed so many lives without the dedication of our brilliant staff and volunteers, as well as the unwavering support of our partners and donors.



Alex Feis-Bryce  
(he/him)

Our delivery model is founded on best practice, and we use techniques to build empathy and maximise learning and engagement. We're confident that the content we deliver in the classroom has a significant and often life-changing impact to the young people taking part. Our impact was reinforced this year by the independent evaluation of our three-year 'Embracing Difference, Ending Bullying' project that was funded by the Department for Education (DfE). It showed that both young people and staff in schools felt more confident and equipped to tackle bullying after attending one of our workshops. 94% of school staff reported that they were more confident to make changes that will ensure their school is more inclusive after participating in one of our workshops.

The evaluation also included perhaps my favourite feedback from a student following a workshop: "Strong people stand up for themselves, but the strongest stand up for others". It beautifully captures the school environment we're striving to create. It is a reminder that our work doesn't just benefit the young people who might themselves be bullied for being LGBTQ+ or perceived as different; it also inspires all young people to embrace and support each other for who they are – qualities that are the foundations for a fairer, more compassionate society.

As well as demonstrating the quality and impact of our work, the evaluation also highlighted the ongoing need for interventions to prevent bullying based on perceived difference in schools. In secondary schools, for example, 32% of young people reported bullying based on sexuality and 31% based on gender expression – i.e., not behaving like a typical boy or girl.

Bullying can severely affect children and young people's education leading to decline in attendance and academic performance, mental health issues, and isolation or social withdrawal. It impacts everyone and can create a negative atmosphere within the classroom and school.

So, whilst we're rightly proud of our achievements in 2023/24, we're also humbled and spurred-on by the knowledge that there are so many schools and young people that haven't yet benefited from our work. Looking ahead to 2024/25, our focus is on deepening our impact.

I want to thank our staff and volunteers for their hard work and our funders for their crucial support. I also want to remind you all that bullying based on difference is still prevalent in schools. Our mission is far from over: we need your continued support to make our vision of a world where everyone embraces diversity and can thrive a reality.

Alex Feis-Bryce (he/him)  
Chief Executive Officer

# A Message From Our Chair

As Chair of Diversity Role Models, I am reflecting on a year of both progress and challenge. Our charity remains steadfast in its mission to prevent bullying and create inclusive school environments where all young people, regardless of their difference, can thrive.

This year, we directly reached over 42,500 young people, bringing total participation in our classroom workshops to nearly 250,000 since our founding in 2011. We have continued to deliver impactful workshops, train educators, and develop vital resources, ensuring that schools across the country are equipped to create cultures of inclusion. None of this would be possible without the commitment of our staff, volunteers, trustees, donors, and partners. To each of you, I extend my deepest gratitude.



**Christopher Drennen**  
(he/him)

A key milestone this year was the completion of our highly successful Department for Education-funded project, *Embracing Difference, Ending Bullying*. Over three years, this transformational initiative provided vital anti-bullying interventions, equipping both students and staff with the confidence and knowledge to create safer, more inclusive schools. An independent evaluation conducted by experts at the National Council for Voluntary Organisations (NCVO) confirmed the deep impact of our work, with students and staff reporting increased confidence in addressing bullying and fostering inclusive environments. While this funding has now ended, its legacy will continue to shape our strategy moving forward.

At the same time, we have worked diligently to strengthen our governance and operational efficiency to ensure the long-term sustainability of our charity. We have enhanced our internal processes, refined our financial management, and reinforced our commitment to transparency and accountability. Our top priority is maintaining best practices in safeguarding, ensuring the utmost safety and well-being of everyone involved in our work, especially young people.

We must also acknowledge the broader challenges ahead. The political and economic landscape of 2023–2024 brought considerable uncertainty, including a freeze in UK government grants that previously supported anti-bullying and diversity initiatives, as well as increasing pressures and competition in the fundraising environment, particularly among corporate donors. While we remain steadfast in our mission, securing sustainable funding will be key to ensuring we can continue delivering our essential programmes to young people across the UK.

Therefore, my call to action to all our supporters is clear: we need your help to ensure that no young person misses out on the opportunity to feel seen, heard, and supported. Whether through donations, corporate partnerships, volunteering, or advocacy, your involvement is more critical than ever.

Thank you to everyone who has supported us on our journey so far. With your continued commitment, you can help us prevent bullying and be part of creating a generation that understands the meaning of respect, empathy, and inclusion.

Christopher Drennen (he/him)

Chair

# Preface

Diversity Role Models is a dynamic charity whose vision is a world where everyone embraces diversity and can thrive. Our mission is to end bullying based on sexual orientation and gender identity in schools and promote understanding and acceptance of broader individual differences. Collaboratively, we're determined to create inclusive learning environments where young people know they are valued and supported, regardless of their differences.

Our experienced team of educators and inspiring volunteer Role Models deliver in-person and online workshops for students in schools and colleges. Using pioneering educational content underpinned by the power of storytelling, we speak openly about lived experiences of difference and bullying. Our volunteer Role Models are at the heart of our delivery. They share their journeys towards living happy and fulfilling lives to inspire others.

Since our formation in 2011, we have worked directly with over 1,000 schools, delivered sessions to over 200,000 young people, and trained over 25,000 school staff members.

Our workshops educate young people about diversity. They empower them to recognise and embrace differences in others. During the workshops, we demonstrate how students can support each other and act as upstanders rather than bystanders, by challenging bullying and inappropriate language or behaviour.

## Our workshops have an impact:

- 96% of primary pupils said they would respect people who are different to them more.
- 83% of primary pupils and 52% of secondary students said they would feel more confident in challenging bullying or inappropriate language.
- 97% of school staff said the training increased their understanding of diversity and difference and how to tackle and prevent bullying.

In addition to delivering workshops, we develop invaluable educational resources for teachers, governors, parents/carers, and communities. Through a holistic approach to a young person's educational environment, we strive to create safe and inclusive spaces. With this collaborative method, we are empowering a future generation that understands, respects, and embraces people's differences.

March 2024 saw the conclusion of our 3-year Department for Education-funded project. For this project we developed a broader strand of materials and workshops focusing on all protected characteristics and areas of perceived difference, which we have now added to our offering to schools and colleges.

## Report of the Directors

### For the year ended 31<sup>st</sup> August 2024

The Trustees, who are also Directors of the company for the purposes of the Companies Act 2006, present their report and financial statements of the charity for the year ended 31<sup>st</sup> August 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006, and the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019.

# Chapter 1

## Objectives & Activities



# 1.1 Objectives

Diversity Role Models' charitable objects are specifically restricted, in each case, to the promotion of equality and diversity for the public benefit by:

1. The **elimination of discrimination** on the grounds of sexual orientation and gender identity in educational institutions
2. **Advancing education and raising awareness** in equality, diversity and inclusion
3. Promoting activities to **foster understanding between people from diverse backgrounds**.

# 1.2 Activities

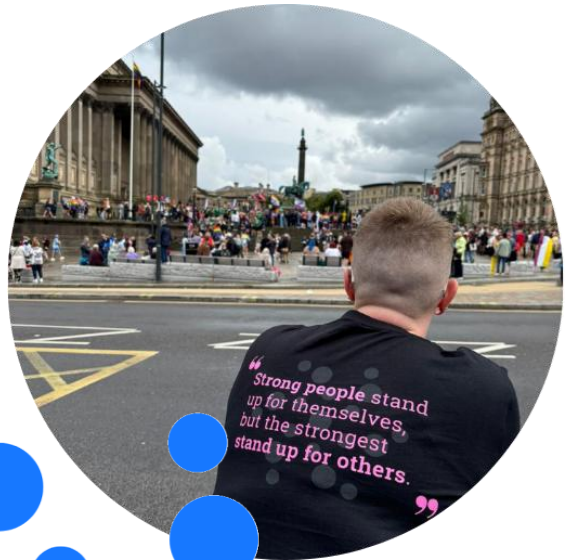
We deliver tailored workshops for young people from early years through to further education that focus on developing empathy and sharing lived experiences in a developmentally appropriate way. In addition to this, we provide training for school staff, governors and, increasingly, parents and carers, to help bring our work beyond just the classroom. We also have an extensive range of impactful educational resources that can be used in the schools from early years to post-16 education and to help support school staff and parents and carers too.

In all our sessions, volunteer Role Models share their personal experiences with difference and bullying, to help build empathy and create a lasting impact, both during and after the sessions. These lived experiences help both adults and students understand the power of language, and for educators, highlight the importance of diverse and inclusive representation in teaching materials and lessons.

All this work helps to encourage young people to foster safe and inclusive spaces in their communities and to challenge harmful language and stereotypes by being upstanders.

# Chapter 2

## Impact & Performance

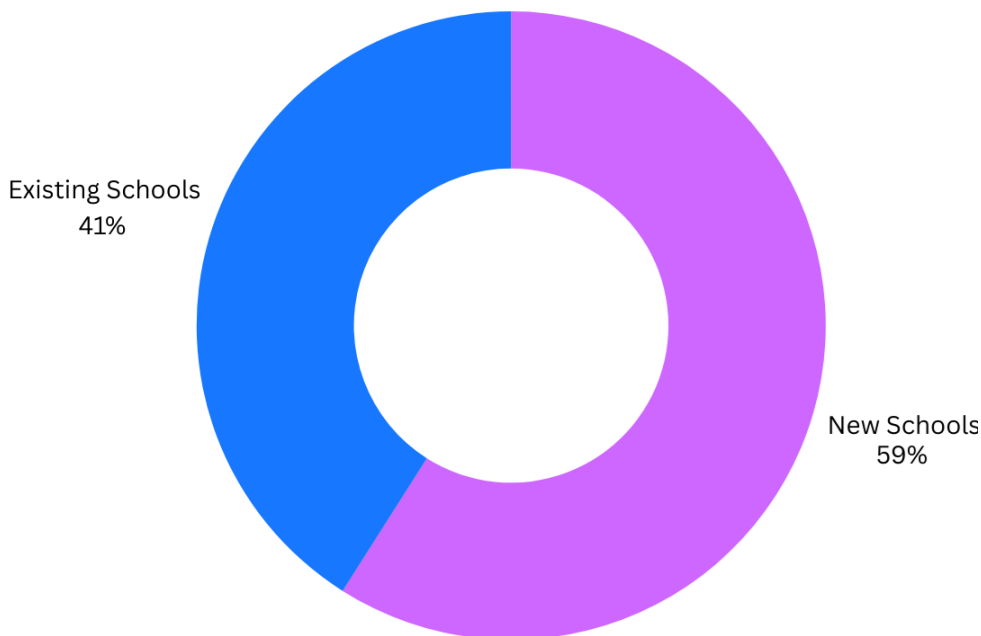


# 2.1 Service Delivery

Following record delivery the previous year, Diversity Role Models reached the largest number of beneficiaries since the charity began in 2011.

We also worked with 67% more schools than the previous year, 158 of which were new to Diversity Role Models and had no bookings in the previous two fiscal years.

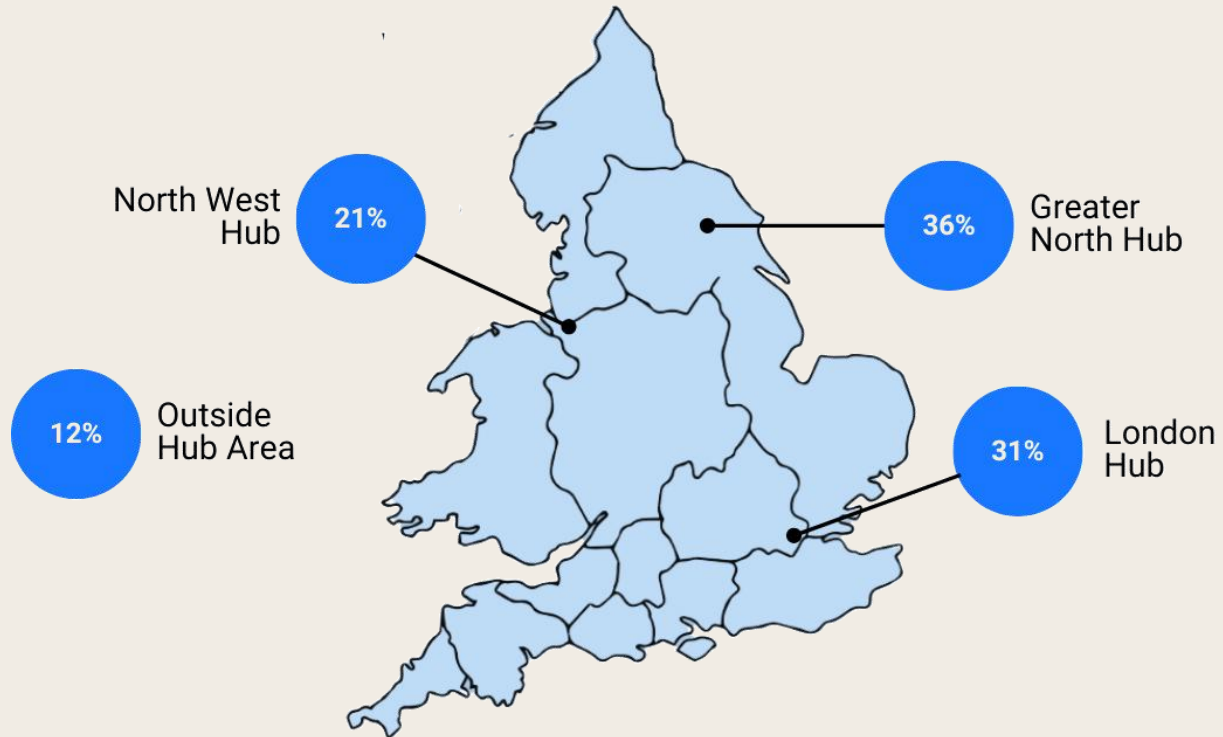
At the same time, with the conclusion of the Department for Education project in March 2024, funding for staff sessions was reduced, resulting in fewer staff sessions being provided compared to the previous year when the project was running.



## 2.1.1 Our Delivery and Beneficiaries

	2024	2023	2022	2021
Number of Schools	268	300	203	147
Number of Individual Beneficiaries	45,323	40,752	30,247	10,553
Average Beneficiaries per School	169	136	149	72

### 2.1.1.1 Our Delivery Reach



## 2.1.2 Student Workshop Programme

The number of student workshops, and consequently the number of young people reached, has risen again this past year. The demand for our work is ever increasing and attendance in sessions has continued to be strong.

	2024	2023	2022	2021
Number of Workshops	1,389	1,184	808	224
Total students present in all workshops delivered	43,573	34,470	27,562	9,093

## 2.1.3 School Staff and Governor Training Programme:

Our Department for Education funded project Embracing Difference, Ending Bullying ended in March 2024, marking the end of the largest staff training funding we have received.

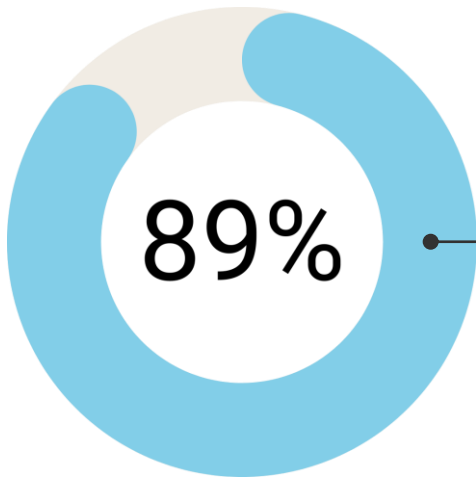
	2024	2023	2022	2021
Number of Staff/Governor Sessions	108	209	110	56
Number of individual Staff/Governors reached	3,945	6,212	4,090	1,495

## 2.1.4 Parent/Carer Workshop Programme:

	2024	2023	2022	2021
Number of Parent/Carer Sessions	9	4	1	0
Number of individual Parent/Carers reached	25	70	15	0

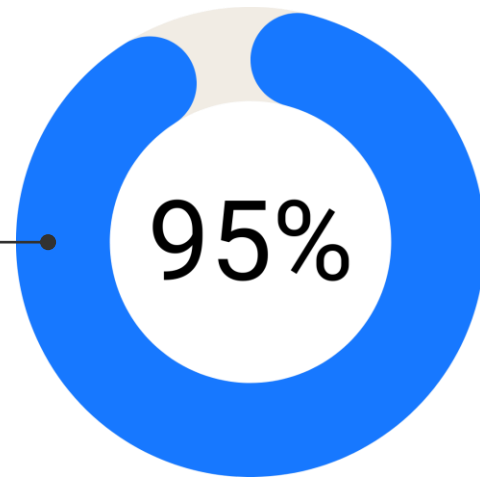
## 2.1.5 Impacts & Outcomes of Our Work

### Primary

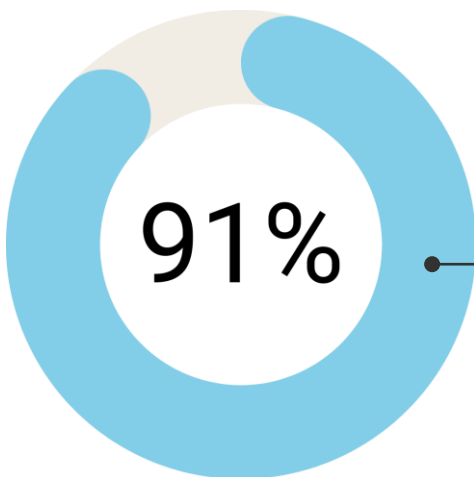


of pupils feel more confident to do something if they saw bullying after the workshops

of pupils will respect people who are different to them more after the workshop



### Secondary



know more about LGBTQ+ people after the workshops

# 2.2 Fundraising

As previously cited, our Department for Education project and funding concluded in March 2024, marking the end of the largest funded project our charity has received to date. Therefore, we have proactively sought alternative funding streams from a diverse range of sources to ensure the sustainability of our work. Our focus remains on maintaining accessibility, particularly for schools where financial barriers may otherwise prevent their ability to engage with our work.

## 2.2.1 Corporate Sponsors

Corporate partnerships remain the cornerstone of our funding strategy, primarily through restricted fund delivery grants. We take pride in maintaining transparent relationships with our corporate partners, providing interim and final reports that demonstrate both qualitative and quantitative impact. These reports showcase the tangible differences their investments make, from capturing meaningful feedback from students and staff to highlighting the expanding reach of our programmes across schools nationwide.

As our most significant source of income, corporate sponsorship has enabled us to achieve remarkable outcomes this year. We are profoundly grateful to each organisation that has chosen to partner with us, helping transform young lives through our work.

## 2.2.2 Trusts & Foundations

Around £70,000 of our income came from Trust & Foundations this year, a significant increase on last year's figure. We have continued to explore this area of funding, and we have ambitious targets in this area moving forward.

## 2.2.3 Individual Giving

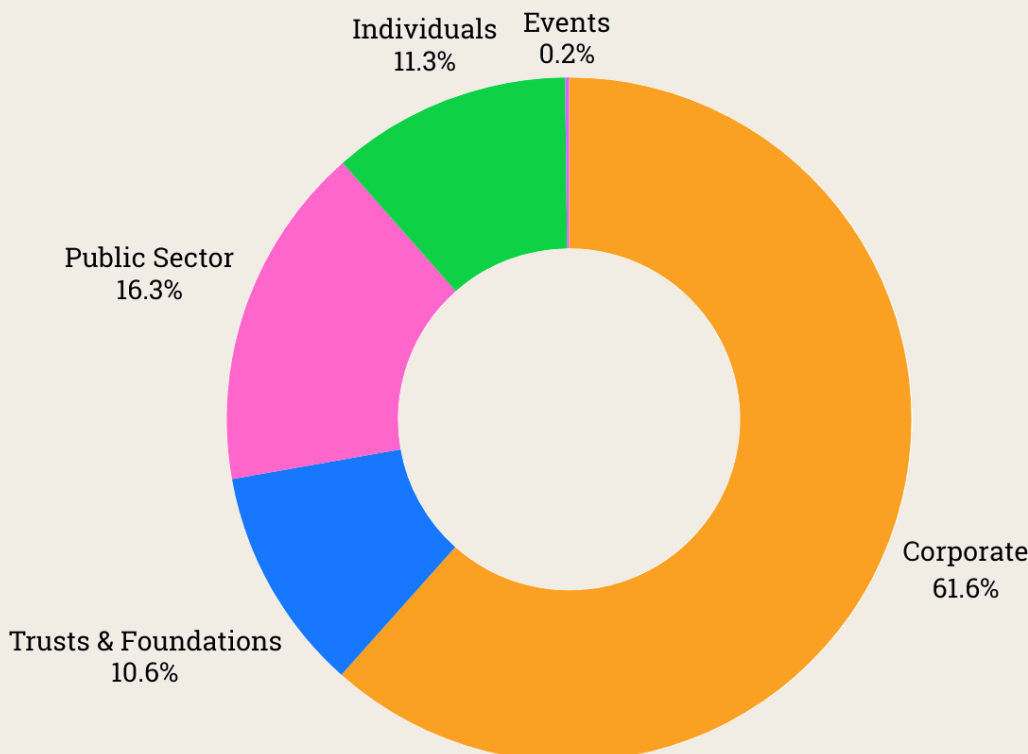
We are grateful to continue to have incredible individual donors through regular monthly giving or through bucket shakes and one-off donations at events and through our website. Looking to the future, we are hoping to improve the experiences for our individual donors in the next financial year.

## 2.2.4 Events & Other Unrestricted Funds

Although we did not host any of our own events this year, we had the privilege of attending several organised by partner organisations.

## 2.2.5 In-Kind Support and Donations

We continue to benefit from pro bono specialist support from a number of people and organisations. The support from which has a huge impact on what we are able to achieve. Nexer have continued to be an incredible partner of ours.



# 2.3 Staff & Volunteers

## 2.3.1 Volunteers

The Trustees would like to extend a huge thank you to all of our volunteers, whether that be those that support us in the classroom or behind the scenes. We simply would not be able to do the incredible work that we do without them. The impact of their stories in the classrooms brings alive the sessions and helps to build lasting empathy for the young people and staff we work with.

Our volunteers also continue to help us shape the work that we do with our Education Steering Group.

At the end of the year, we finished with 314 volunteer Role Models (301 the previous year) and 24 volunteer Facilitators (34 in 2023). Our volunteers have given an estimated 1,280 hours of their time (1,107 in 2023).

## 2.3.2 Patrons & Ambassadors

We continue to be supported by high-profile patrons and ambassadors, and we are very appreciative and grateful for everything they do for us.

## 2.3.3 Staff

We had 13 members of staff in 2023/2024 across both our Education and Operations Teams.

The Trustees thank all colleagues for their outstanding commitment to the Charity.



# Chapter 3

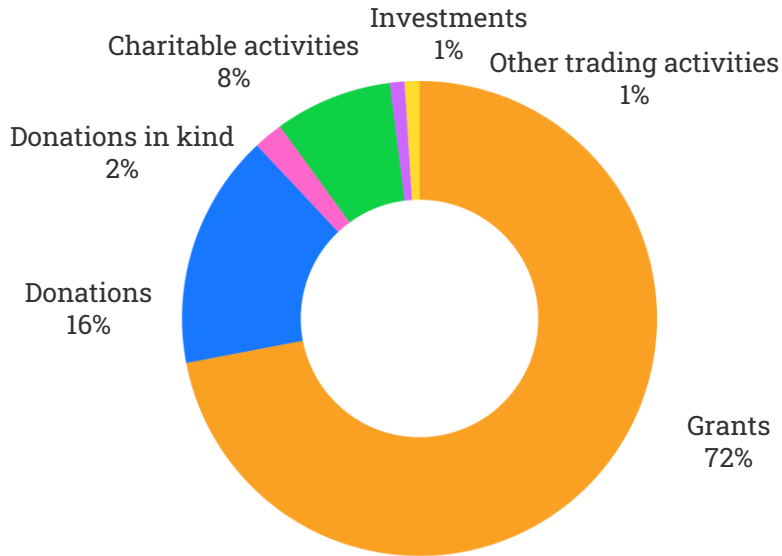
## Financial Review



# 3.0 Financial review

## Funds raised

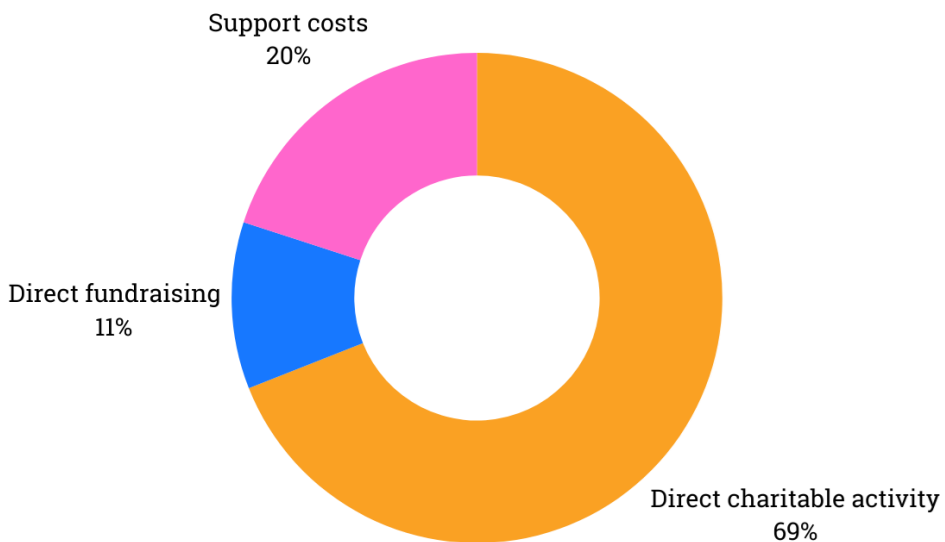
Total income for the year was £732,037 (2023: £872,238) of which unrestricted income was £219,270 (2023: £451,883).



## Expenditure

Total expenditure for the year was £776,635 (2023: £747,872) of which unrestricted expenditure was £218,953 (2023: £339,206).

This resulted in a deficit in year of £44,598 (2023: surplus of £124,366).



## **Reserves**

Diversity Role Models' reserves policy establishes the approach to holding and managing reserves to ensure the financial stability of the Charity, especially during periods of income volatility or other financial stress. The Trustees have set the target level of reserves to be equivalent to six months of operating expenses less any income received in advance for that period.

The target minimum level of reserves for 31 August 2024 was set at £337.162 (2023: £324,396). At 31 August 2024, Diversity Role Models held £353,437 (2023: £351,624) in reserves which meets this target.

# Chapter 4

## Structure, Governance & Management



# 4.1 Governing Document

Diversity Role Models is a charitable company, limited by guarantee, incorporated on 19 May 2011, and registered as a charity on 23 June 2011.

The company was established under a Memorandum and Articles of Association, which established the objects and powers of the charitable company and is currently governed by Articles of Association (most-recently amended on 19 June 2024).

# 4.2 Governance

The charity is governed by its Trustees. The Trustees also act as the members of the charity and its corporate Directors for the purposes of the Companies Act 2006. The Articles of Association outline the powers, responsibilities and decision-making of the Trustees.



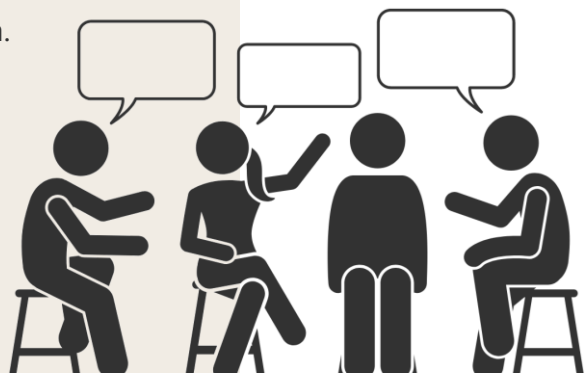
# 4.3 Recruitment & Appointment of Trustees

The process for appointing Diversity Role Models' voluntary Trustees was set out in the Articles of Association for the charity year. The minimum number of Trustees is five. The maximum number of Trustees is fifteen.

New Trustees were appointed by the existing Trustees of the charity for terms not to exceed three years. Trustees may serve multiple terms. The maximum term of continual service for a Trustee was six consecutive years. A Trustee who had served for a maximum consecutive period allowed was not eligible for reappointment until one year had elapsed from the date of expiry of that Trustee's last term of service. The Trustees may appoint any person willing and fit to act as a Trustee and Director, subject to the provisions of the Articles of Association.

Diversity Role Models conducts a regular skills, experience, and diversity audit of Trustees. This audit identifies gaps in skills or under-representation of particular groups or communities and is fundamental to the recruitment process.

Applicants are invited to apply via an open recruitment process. They complete an application form, after which shortlisted applicants are interviewed by a panel comprised of existing Trustees. This panel makes a recommendation to the Trustees, with suitable applicants nominated for selection.



## 4.4 Trustee Induction & Training

Trustees are provided with a clear role description outlining their statutory, safeguarding, and additional responsibilities as well as the Trustee code of conduct. Trustees are required to acquaint themselves with Diversity Role Models' policies and procedures, strategic plan and budget, and its Articles of Association. Trustees are actively required to take up relevant training and development to fulfil their role and responsibilities to Diversity Role Models.

Due to the number of additional Trustees appointed in the last year, additional orientation sessions across all areas of the charity have taken place to ensure all Trustees feel confident in performing their duties. Trustees are also able to attend our sessions in school across the country to see the impact of our work in action.

## 4.5 Organisational Structure & Decision Making

The Trustees are responsible for the strategic direction of the charity and oversight of its work and finances.

The Trustees delegate day-to-day responsibility for the provision of services to the Chief Executive Officer. The Chief Executive Officer is responsible for ensuring the secure financial management and administration of the charity. Effective management and supervision of the staff team is the responsibility of the Chief Executive Officer.

## 4.6 Remuneration of Key Management Personnel

The remuneration of the charity's key management personnel, the Chief Executive Officer, is set by the Trustees, considering the charity's financial position and the amount paid for comparable roles in comparable organisations. This is the case for all staff roles.



## 4.7 Risk assessment

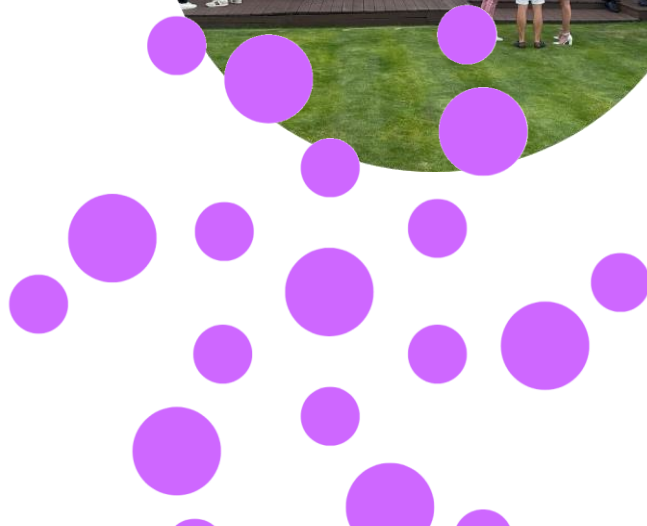
Diversity Role Models regularly undertakes a review and assessment of risks, financial and non-financial, to which it is exposed in its current activities.

The Trustees have considered a summary of risks and have ensured that effective systems and controls exist to reduce internal risks and respond swiftly to external risks and minimise their impact. For this purpose, the Trustees maintain a risk register.

Risks are monitored continually by the management and reviewed by the Trustees unless there are issues that need the Trustee's immediate attention.

# Chapter 5

## Reference & Administrative Details



# 5.1 Charity Details



Charity Name: Diversity Role Models  
 Charity Number: 1142548  
 Company Number: 07640644  
 Principal and Registered Office: St Anne's Church, 55 Dean Street, London, W1D 6AF  
 Chief Executive Officer: Alexander Robert Ian Feis-Bryce

## 5.1.1 Trustees & Directors

The Trustees who served during the year, or who served at the time this report and financial statements were approved, who were also Directors of the company were as follows:

- |   |   |
|---|---|
| <b>Amanda Leigh Whiteside</b> (until 27.06.2024)      | <b>James Nicholas Ford</b> (until 13.11.2023)         |
| <b>Antonia Denise Belcher</b> (until 13.11.2023)      | <b>Jose Leonardo Plata Martinez</b> (from 24.07.2024) |
| <b>Christopher Glenn Drennen</b> (from 30.01.2024)    | <b>Kelly Anne Higson</b> (from 24.07.2024)            |
| <b>Christopher James Tune</b> (until 27.12.2024)      | <b>Louise Michelle Trethewey</b> (until 31.10.2023)   |
| <b>Costandinos Andreou Kyriacou</b> (from 25.09.2023) | <b>Neil Russell Feinson</b> (from 24.07.2024)         |
| <b>Daniel Patrick Hughes</b> (from 24.07.2024)        | <b>Ross Donald McKellar</b> (from 24.07.2024)         |
| <b>Daniela Rosetta Grasso</b>                         | <b>Scott Jack Sullivan</b> (until 23.09.2023)         |
| <b>Dena Tahmasebi</b> (from 24.07.2024)               | <b>Stephen David Sutton</b> (until 27.06.2024)        |
| <b>Geffrye Ian Parsons</b> (until 02.10.2023)         | <b>Symon Wheelhouse</b> (from 27.06.2024)             |
| <b>George Adam McCann</b> (from 15.11.2023)           | <b>Tamoor Ali</b> (until 07.11.2024)                  |
| <b>Hans Kenneth Svennevig</b> (until 20.06.2024)      | <b>Vijayalutchmee Ersapah</b> (until 10.10.2023)      |
| <b>Heidi Amelia Mallace</b> (from 06.09.2023)         |   |

## 5.1.2 Bankers

Lloyds Bank

Kilburn Branch

106 Kilburn High Road

London NW6 4HY

Metro Bank PLC

One Southampton Row

London WC1B 5HA

Wise Payments Limited

65 Clifton Street

London EC2A 4JE

Soldo Ltd

119 Marylebone Rd

London NW1 5PU

PayPal

Ballycoolin Business Park Ballycoolin Road

Blanchardstown

Dublin 15

Ireland

Stripe Payments UK Ltd

9th Floor

107 Cheapside

London EC2V 6DN

NatWest

36 St Andrew Square

Edinburgh

EH2 2YB

## 5.2 Statement of trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the excess of expenditure over income for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. In addition, the trustees confirm that they are happy that content of the annual review in pages 5 to 31 of this document meet the requirements of both the Trustees' Annual Report under charity law and the Directors' Report under company law.

They also confirm that the financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland second edition (effective 1 January 2019).

### **Preparation of the report**

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006, and the exemptions available for smaller charities under the Statement of Recommended Practice.

This report was approved and authorised for issue by the Board of Trustees on 15 May 2025 and signed on its behalf by:

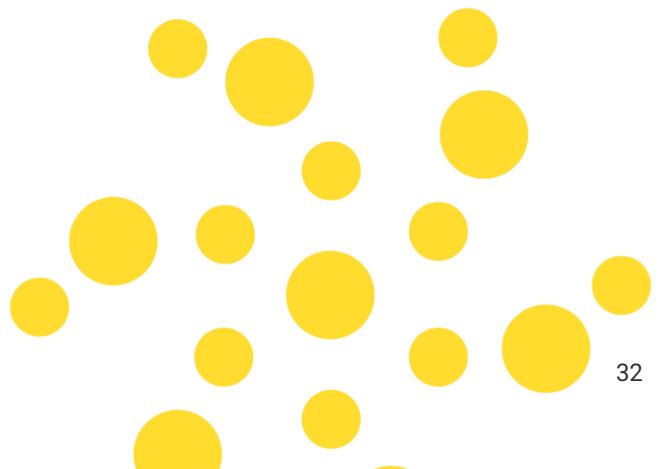


Christopher Drennen

**Chair of the Board of Trustees**

# Chapter 6

## Independent examiners report



# 6.0 Independent examiner's report

I report to the Trustees on my examination of the accounts of Diversity Role Models (charity number 1142548, company number 07640644) for the year ended 31 August 2024 which are set out on pages 36 to 51.

## **Respective responsibilities of trustees and examiner**

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 ('the 2011 Act') nor under Part 16 of the 2006 Act, and that an independent examination is needed.

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 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.

This report, including my statement, has been prepared for and only for the Charity's Trustees as a body. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body for my examination work, for this report, or for the statements I have made.

## **Basis of independent examiner's statement**

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 accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, 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 accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

## **Independent examiner's statement**

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or,
- the accounts do not accord with those records; or,
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or,
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



**Bianca Permal FCA**

**Fellow of the Institute of Chartered Accountants in England and Wales**

**Dated: 22 May 2025**

Dux Advisory Limited  
Kennel Club House  
Gatehouse Way  
Aylesbury  
Buckinghamshire  
HP19 8DB

# Chapter 7

## Financial Statements



# 7.1 Statement of financial activities

For year ended 31 August 2024

	Notes	Unrestricted Funds Year ended 31-Aug-24 £	Restricted Funds Year ended 31-Aug-24 £	<b>Total Funds Year ended 31-Aug-24 £</b>	<i>Total Funds Year ended 31-Aug-23 £</i>
<b>Income from</b>					
Donations and legacies	3	141,844	512,767	<b>654,611</b>	800,353
Charitable activities	4	60,273	-	<b>60,273</b>	68,685
Other trading activities		9,375	-	<b>9,375</b>	3,200
Investments		7,778	-	<b>7,778</b>	-
<b>Total income</b>		<b>219,270</b>	<b>512,767</b>	<b>732,037</b>	872,238
<b>Expenditure on</b>					
Raising funds	5 & 6	107,053	-	<b>107,053</b>	102,772
Charitable activities	5 & 7	111,900	557,682	<b>669,582</b>	645,100
<b>Total expenditure</b>		<b>218,953</b>	<b>557,682</b>	<b>776,635</b>	747,872
<b>Net income/(expenditure)</b>		<b>317</b>	<b>(44,915)</b>	<b>(44,598)</b>	124,366
Transfers between funds	12	-	-	-	-
<b>Movement in funds</b>		<b>317</b>	<b>(44,915)</b>	<b>(44,598)</b>	124,366
<b>Reconciliation of funds</b>					
Funds brought forward	12 & 13	353,120	44,915	<b>398,035</b>	273,669
<b>Funds carried forward</b>	12 & 13	<b>353,437</b>	-	<b>353,437</b>	398,035

The notes on pages 39 to 51 form part of the financial statements

# 7.2 Balance sheet

## As at 31 August 2024

	Notes	£	Total Funds 31-Aug-24 £	£	Total Funds 31-Aug-23 £
<b>Fixed assets</b>					
Tangible fixed assets	9		-		1,496
<b>Current assets</b>					
Debtors and prepayments	10	37,188		184,007	
Cash at bank and in hand		427,556		557,072	
<b>Total current assets</b>		<b>464,744</b>		<b>741,079</b>	
<b>Creditors</b>					
Amounts falling due within one year	11	(111,307)		(344,540)	
<b>Net current assets</b>			<b>353,437</b>		<b>396,539</b>
<b>Net assets</b>			<b>353,437</b>		<b>398,035</b>
<b>Funds of the charity</b>					
Restricted funds	12 & 13		-		44,915
Unrestricted funds					
Designated funds	12 & 13	-		1,496	
General funds	12 & 13	353,437		351,624	
Unrestricted funds			<b>353,437</b>		<b>353,120</b>
<b>Total funds</b>			<b>353,437</b>		<b>398,035</b>

The notes on pages 39 to 51 form part of the financial statements

The financial statements have been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies and FRS 102 Section 1A.

The charitable company is entitled to exemption from audit under section 477 of the Companies Act 2006 for the year ended 31 August 2024, and the members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 August 2024 under section 476 of the Companies Act 2006. The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

They were approved and authorised for issue by the Board of Trustees on 15 May 2025 and signed on their behalf by:



Christopher Drennen  
Chair of the Board of Trustees

# 7.3 Statement of cash flows

For year ended 31 August 2024

	£	Total Funds Year ended 31-Aug-24 £	£	Total Funds Year ended 31-Aug-23 £
<b>Cash flows from operating activities:</b>				
Net income/(expenditure) for period as per SOFA		<b>(44,598)</b>		124,366
Adjustments for:				
Depreciation charges	1,496		1,813	
Investment income	(7,778)		-	
(Increase)/decrease in trade receivables	99,450		(47,397)	
(Increase)/decrease in prepayments	(787)		(732)	
(Increase)/decrease in accrued income	49,356		2,004	
	-		-	
(Increase)/decrease in other debtors	(1,200)		-	
Increase/(decrease) in trade creditors	(57,211)		52,768	
Increase/(decrease) in accruals	(10,690)		7,957	
Increase/(decrease) in deferred income	(166,023)		248,287	
Increase/(decrease) in HMRC payable	2,079		(2,614)	
Increase/(decrease) in pension payable	(1,551)		4,132	
Increase/(decrease) in other creditors	163		-	
		<b>(92,696)</b>		266,218
<b>Net cash flows from operating activities</b>		<b>(137,294)</b>		390,584
<b>Cash flows from investing activities:</b>				
Investment income	7,778		-	
<b>Net cash flows from investing activities</b>		<b>7,778</b>		-
<b>Change in cash and cash equivalents in period</b>		<b>(129,516)</b>		390,584
<b>Cash and cash equivalents at the beginning of the period</b>		<b>557,072</b>		166,488
<b>Cash and cash equivalents at the end of the period</b>		<b>427,556</b>		557,072

The notes on pages 39 to 51 form part of the financial statements

# 7.4 Notes to the financial statements

## For year ended 31 August 2024

### 1. Accounting policies

#### **Basis of preparation of the financial statements**

The financial statements have been prepared in accordance with 'Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019)', the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

The effect of any event relating to the year ended 31 August 2024, which occurred before the date of approval of the financial statements by the Board of Trustees has been included in the financial statements to the extent required to show a true and fair view of the state of affairs at 31 August 2024 and the results for the year ended on that date.

The functional currency of the Charity is sterling and amounts in the financial statements are rounded to the nearest pound.

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

#### **Going concern**

The financial statements have been prepared on the going concern basis as the Board of Trustees have a reasonable expectation that future reserves and future income is more than sufficient to meet current commitments. There are no material uncertainties that impact this assessment, and the ongoing economic environment has had no material impact on this assessment.

## 1. Accounting policies (continued from previous page)

### Legal status

Diversity Role Models is a charitable company registered in England & Wales and meets the definition of a public benefit entity. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member. The registered address is St Anne's Church, 55 Dean Street, London, W1D 6AF.

### Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds are unrestricted funds which have been designated for a specific purpose by the Trustees. The aim and use of each designated fund is set out in note 12 of the financial statements.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 12 of the financial statements.

### Income

Income is recognised when the Charity has entitlement to the funds, any performance indicators attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations are recognised in full in the Statement of Financial Activities when entitled, receipt is probable and when the amount can be quantified with reasonable accuracy. Gift aid receivable is included when claimable.

Grant income is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless the grant relates to a future period, in which case it is deferred.

## 1. Accounting policies (continued from previous page)

### Income (continued from previous page)

Income from charitable activities, including contract income and client fees, is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless it relates to a specific future period or event, in which case it is deferred.

Interest is recorded in the period in which it relates to.

### Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area, as outlined in note 5 of the financial statements.

Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

### Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their residual value, over their useful life, on the following basis:

Computer equipment	3 years
Office equipment	5 years

### Cash at bank and in hand

Cash at bank and in hand includes cash in hand, deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values but are not held for investment purposes.

## 1. Accounting policies (continued from previous page)

### Debtors and prepayments

Trade and other debtors are recognised at the settlement amount after any trade discount is applied. Prepayments are valued at the amount prepaid net of any trade discounts due.

### Creditors and accruals

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.

### Financial instruments

Basic financial instruments are measured at amortised cost other than investments which are measured at fair value.

### Pensions

The Charity operates a defined contribution pension scheme which is administered by an external independent pension provider. Contributions are recognised in the Statement of Financial Activities as they fall due.

### Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

### Critical estimates and judgements

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The annual depreciation charge for tangible fixed assets is sensitive to changes in useful economic lives and residual values of assets. In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

## 2. Comparative statement of financial activities

	Notes	Unrestricted Funds Year ended 31-Aug-23 £	Restricted Funds Year ended 31-Aug-23 £	Total Funds Year ended 31-Aug-23 £
<i>Income from</i>				
Donations and legacies	3	379,998	420,355	800,353
Charitable activities	4	68,685	-	68,685
Other trading activities		3,200	-	3,200
<b>Total income</b>		<b>451,883</b>	<b>420,355</b>	<b>872,238</b>
<i>Expenditure on</i>				
Raising funds	5 & 6	102,772	-	102,772
Charitable activities	5 & 7	236,434	408,666	645,100
<b>Total expenditure</b>		<b>339,206</b>	<b>408,666</b>	<b>747,872</b>
<b>Net income/(expenditure)</b>		<b>112,677</b>	<b>11,689</b>	<b>124,366</b>
Transfers between funds	12	(319)	319	-
<b>Movement in funds</b>		<b>112,358</b>	<b>12,008</b>	<b>124,366</b>
<i>Reconciliation of funds</i>				
Funds brought forward	12 & 13	240,762	32,907	273,669
<b>Funds carried forward</b>	<b>12 &amp; 13</b>	<b>353,120</b>	<b>44,915</b>	<b>398,035</b>

### 3. Income from donations and legacies

	Unrestricted Funds Year ended 31-Aug-24 £	Restricted Funds Year ended 31-Aug-24 £	<b>Total Funds Year ended 31-Aug-24 £</b>
Grants	12,500	512,767	<b>525,267</b>
Donations	115,564	-	<b>115,564</b>
Donations in kind (see note 18)	13,780	-	<b>13,780</b>
	<b>141,844</b>	<b>512,767</b>	<b>654,611</b>

	Unrestricted Funds Year ended 31-Aug-23 £	Restricted Funds Year ended 31-Aug-23 £	<i>Total Funds Year ended 31-Aug-23 £</i>
Grants	34,738	420,355	<i>455,093</i>
Donations	243,967	-	<i>243,967</i>
Major DRM events	87,513	-	<i>87,513</i>
Donations in kind (see note 18)	13,780	-	<i>13,780</i>
	<i>379,998</i>	<i>420,355</i>	<i>800,353</i>

Income from grants includes £107,944 (2023: £247,355) received from the Department of Education for a project working within schools on anti-bullying workshops, and an amount of £201,250 (2023: £125,000) from Lego.

### 4. Income from charitable activities

	Unrestricted Funds Year ended 31-Aug-24 £	Restricted Funds Year ended 31-Aug-24 £	<b>Total Funds Year ended 31-Aug-24 £</b>
Educational institutions	47,323	-	<b>47,323</b>
Corporates	12,950	-	<b>12,950</b>
	<b>60,273</b>	<b>-</b>	<b>60,273</b>

	Unrestricted Funds Year ended 31-Aug-23 £	Restricted Funds Year ended 31-Aug-23 £	<i>Total Funds Year ended 31-Aug-23 £</i>
Educational institutions	68,685	-	<i>68,685</i>
	<i>68,685</i>	<i>-</i>	<i>68,685</i>

## 5. Total expenditure

	Staff costs Year ended 31-Aug-24 £	Other direct costs Year ended 31-Aug-24 £	Support costs Year ended 31-Aug-24 £	<b>Total costs Year ended 31-Aug-24 £</b>
Raising funds	69,040	16,308	21,705	<b>107,053</b>
Charitable activities	453,457	80,366	135,759	<b>669,582</b>
	<b>522,497</b>	<b>96,674</b>	<b>157,464</b>	<b>776,635</b>

	Staff costs Year ended 31-Aug-23 £	Other direct costs Year ended 31-Aug-23 £	Support costs Year ended 31-Aug-23 £	<i>Total costs Year ended 31-Aug-23 £</i>
Raising funds	52,730	40,848	9,194	102,772
Charitable activities	427,986	165,015	52,099	645,100
	<b>480,716</b>	<b>205,863</b>	<b>61,293</b>	<b>747,872</b>

Support costs, including governance costs, which cannot be directly attributed to activities, were allocated between cost centres proportionate to the direct staff and other costs allocated to those activities.

An analysis of costs of raising funds split between restricted and unrestricted funds can be found in note 6.

An analysis of charitable activities split between restricted and unrestricted funds can be found in note 7.

	<b>Total costs Year ended 31-Aug-24 £</b>	<i>Total costs Year ended 31-Aug-23 £</i>
Staff support costs	<b>37,844</b>	-
Advisors and consultants	<b>52,680</b>	7,659
Operations infrastructure	<b>51,381</b>	49,485
Marketing and events	<b>11,918</b>	-
Independent examination	<b>2,520</b>	1,800
Other	<b>1,121</b>	2,349
	<b>157,464</b>	<b>61,293</b>

## 6. Expenditure on raising funds

	Unrestricted Funds Year ended 31-Aug-24 £	Restricted Funds Year ended 31-Aug-24 £	Total Funds Year ended 31-Aug-24 £
Staff costs	69,040	-	<b>69,040</b>
Other direct costs	16,308	-	<b>16,308</b>
Support costs	21,705	-	<b>21,705</b>
	<b>107,053</b>	-	<b>107,053</b>

	Unrestricted Funds Year ended 31-Aug-23 £	Restricted Funds Year ended 31-Aug-23 £	Total Funds Year ended 31-Aug-23 £
Staff costs	52,730	-	52,730
Other direct costs	40,848	-	40,848
Support costs	9,194	-	9,194
	<b>102,772</b>	-	<b>102,772</b>

## 7. Expenditure on charitable activities

	Unrestricted Funds Year ended 31-Aug-24 £	Restricted Funds Year ended 31-Aug-24 £	Total Funds Year ended 31-Aug-24 £
Staff costs	75,781	377,676	<b>453,457</b>
Other direct costs	13,431	66,935	<b>80,366</b>
Support costs	22,688	113,071	<b>135,759</b>
	<b>111,900</b>	<b>557,682</b>	<b>669,582</b>

	Unrestricted Funds Year ended 31-Aug-23 £	Restricted Funds Year ended 31-Aug-23 £	Total Funds Year ended 31-Aug-23 £
Staff costs	156,860	271,126	427,986
Other direct costs	60,479	104,536	165,015
Support costs	19,095	33,004	52,099
	<b>236,434</b>	<b>408,666</b>	<b>645,100</b>

## 8. Staff costs

	<b>Total costs Year ended 31-Aug-24 £</b>	<i>Total costs Year ended 31-Aug-23 £</i>
Gross salaries	466,171	428,453
Employers NIC	38,430	36,291
Employers pension	14,919	15,972
Other benefits	2,977	-
	<b>522,497</b>	<b>480,716</b>

The average headcount during the period was 12 persons (2023: 12 persons).

No individual employees received employee benefits of more than £60,000 (2023: one employee in the range of £80,000 to £89,999).

The total employee benefits paid to key management personnel during the year was £80,739 (2023: £87,585).

## 9. Tangible fixed assets

	Computer equipment £	Office equipment £	<b>Total £</b>
<b>Cost</b>			
As at 1 September 2023	21,948	2,187	<b>24,135</b>
Disposals	(17,167)	(1,507)	<b>(18,674)</b>
As at 31 August 2024	<b>4,781</b>	<b>680</b>	<b>5,461</b>
<b>Accummulated depreciation</b>			
As at 1 September 2023	20,452	2,187	<b>22,639</b>
Charge for the year	1,496	-	<b>1,496</b>
Disposals	(17,167)	(1,507)	<b>(18,674)</b>
As at 31 August 2024	<b>4,781</b>	<b>680</b>	<b>5,461</b>
<b>Net book value</b>			
As at 1 September 2023	1,496	-	<b>1,496</b>
As at 31 August 2024	-	-	-

## 10. Debtors and prepayments

	<b>Total 31-Aug-24 £</b>	<i>Total 31-Aug-23 £</i>
Accounts receivable	12,760	112,210
Prepayments	3,893	3,106
Accrued income	16,335	65,691
Premises deposit	3,000	3,000
Other debtors	1,200	-
	<b>37,188</b>	<i>184,007</i>

## 11. Creditors – amounts falling due in less than one year

	<b>Total 31-Aug-24 £</b>	<i>Total 31-Aug-23 £</i>
Accounts payable	839	58,050
Accruals	7,166	17,856
Deferred income	85,894	251,917
HMRC payable	11,906	9,827
Pension payable	5,305	6,856
Other creditors	197	34
	<b>111,307</b>	<i>344,540</i>

Deferred income consists of the following grant income amounts:

	<b>Total Year ended 31-Aug-24 £</b>	<i>Total Year ended 31-Aug-23 £</i>
Balance brought forward	251,917	3,630
Income released during the year	(251,917)	(3,630)
Income received during the year	85,894	251,917
Balance carried forward	<b>85,894</b>	<i>251,917</i>

## 12. Analysis of charity funds

	Total funds as of 1 September 2023 £	Income for the period £	Expenditure in the period £	Transfers between funds £	Total funds as of 31 August 2024 £
<b>Restricted</b>					
Student workshops					
- North East hub	-	-	-	-	-
- Westminster	175	-	(175)	-	-
- All	-	161,573	(161,573)	-	-
Department for Education	-	107,944	(107,944)	-	-
Aviva	(152)	12,000	(11,848)	-	-
PA Foundation	30,000	20,000	(50,000)	-	-
Lego	-	201,250	(201,250)	-	-
Reed Smith LLP	5,000	-	(5,000)	-	-
Westminster Foundation	9,442	10,000	(19,442)	-	-
London Community Response Fund	450	-	(450)	-	-
<b>Restricted</b>	<b>44,915</b>	<b>512,767</b>	<b>(557,682)</b>	-	-
<b>Unrestricted</b>					
Designated funds					
Fixed assets	1,496	-	(1,496)	-	-
General funds	351,624	219,270	(217,457)	-	<b>353,437</b>
<b>Unrestricted</b>	<b>353,120</b>	<b>219,270</b>	<b>(218,953)</b>	-	<b>353,437</b>
<b>Total funds</b>	<b>398,035</b>	<b>732,037</b>	<b>(776,635)</b>	-	<b>353,437</b>

**Restricted funds** – these are created from funds received in the form of grants and sponsorship for the delivery of services to specific geographical areas or for specific projects. The new category under student workshops of ‘all’ consists of a large number of small funds – a full list is available from the charity in request.

**Designated funds** – the net book value of the fixed assets has been designated as it does not form part of the free reserves of the charity.

## 12. Analysis of charity funds (continued from previous page)

	Total funds as of 1 September 2022 £	Income for the period £	Expenditure in the period £	Transfers between funds £	Total funds as of 31 August 2023 £
<i>Restricted</i>					
Student workshops					
- North East hub	-	13,000	(13,319)	319	-
- Westminster	175	-	-	-	175
Department for Education	-	247,355	(247,355)	-	-
Aviva	-	-	(152)	-	(152)
PA Foundation	-	30,000	-	-	30,000
Lego	22,771	125,000	(147,771)	-	-
Reed Smith LLP	-	5,000	-	-	5,000
Westminster Foundation	9,511	-	(69)	-	9,442
London Community Response Fund	450	-	-	-	450
<i>Restricted</i>	<b>32,907</b>	<b>420,355</b>	<b>(408,666)</b>	<b>319</b>	<b>44,915</b>
<i>Unrestricted</i>					
Designated funds					
Fixed assets	3,309	-	(1,813)	-	1,496
General funds	237,453	451,883	(337,393)	(319)	351,624
<i>Unrestricted</i>	<b>240,762</b>	<b>451,883</b>	<b>(339,206)</b>	<b>(319)</b>	<b>353,120</b>
<i>Total funds</i>	<b>273,669</b>	<b>872,238</b>	<b>(747,872)</b>	<b>-</b>	<b>398,035</b>

## 13. Analysis of net assets

	Unrestricted Funds 31-Aug-24 £	Restricted Funds 31-Aug-24 £	Total Funds 31-Aug-24 £
Current assets	378,850	85,894	<b>464,744</b>
Current liabilities	(25,413)	(85,894)	<b>(111,307)</b>
	<b>353,437</b>	<b>-</b>	<b>353,437</b>
	Unrestricted Funds 31-Aug-23 £	Restricted Funds 31-Aug-23 £	Total Funds 31-Aug-23 £
Fixed assets	1,496	-	1,496
Current assets	696,164	44,915	741,079
Current liabilities	(344,540)	-	(344,540)
	<b>353,120</b>	<b>44,915</b>	<b>398,035</b>

## 14. Analysis of net debt

	As of 1 September 2023 £	Cash movements £	Other movements £	As of 31 August 2024 £
Cash at bank and in hand	557,072	(129,516)	-	<b>427,556</b>
	<b>557,072</b>	<b>(129,516)</b>	-	<b>427,556</b>

	As of 1 September 2022 £	Cash movements £	Other movements £	As of 31 August 2023 £
Cash at bank and in hand	166,488	390,584	-	<b>557,072</b>
	<b>166,488</b>	<b>390,584</b>	-	<b>557,072</b>

## 15. Trustee remuneration

During the year, no trustee received any remuneration (2023: £Nil). No members of the Board of Trustees received reimbursement of expenses (2023: £Nil).

## 16. Related party transactions

During the year there were no related party transactions (2023: £Nil).

The aggregate amount of all donations from trustees was £1,222 (2023: £Nil).

## 17. Other financial commitments

On 31 August 2024, the Charity had annual future minimum lease payments under a non-cancellable operating lease for the office premises as set out below:

	<b>Total 31-Aug-24 £</b>	<i>Total 31-Aug-23 £</i>
Amounts falling due within		
One year	<b>27,420</b>	-
Two to five years	<b>6,855</b>	-
	<b>34,275</b>	-

## 18. Donations in kind

During the year the charity benefited from the following pro-bono support as reflected in note 3. All expenditure has been recognised within other direct charitable expenditure:

	<b>Total 31-Aug-24 £</b>	<i>Total 31-Aug-23 £</i>
Website support	<b>10,000</b>	10,000
Salesforce support	<b>3,780</b>	3,780
	<b>13,780</b>	13,780

Diversity Role Models  
St Anne's Church, 55 Dean Street,  
London W1D 6AF  
[info@diversityrolemodels.org](mailto:info@diversityrolemodels.org)  
Registered Charity number 1142548  
Registered Company number: 07640644

Published by Diversity Role Models, 2025










# DIV001 - Final Annual report and accounts - 31 August 2024

Final Audit Report

2025-05-22

Created:	2025-05-22
By:	Andrew Nash (andy@enaidaccountancy.co.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAA_LzSeatGi1OICxDcLuhFOuqMmXD9seZI

## "DIV001 - Final Annual report and accounts - 31 August 2024" History

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-  Document e-signed by Bianca Permal (bianca.permal@duxadvisory.co.uk)  
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**DIVERSITY ROLE MODELS**

England & Wales - Charity number 1142548

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# Accounts

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**Diversity  
Role Models**

**Annual Report and  
Financial Statements**

for the year ended 31 August 2023



# Diversity Role Models

## Annual Report and Accounts *for the year ended 31 August 2023*

Company Limited by Guarantee

**Registration Number:** 07640644 (England and Wales)

**Charity Registration Number:** 1142548

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## Preface

Diversity Role Models is a dynamic charity whose vision is a world where everyone embraces diversity and can thrive. Our mission is to end bullying based on sexual orientation and gender identity in schools and promote understanding and acceptance of broader individual differences. Collaboratively, we're determined to create inclusive learning environments where young people know they are valued and supported, regardless of their differences.

Our experienced team of educators and inspiring volunteer role models deliver in-person and online workshops for students in schools and colleges. Using pioneering educational content underpinned by the power of storytelling, we speak openly about lived experiences of difference and bullying. Our volunteer role models are at the heart of our delivery. They share their journeys towards living happy and fulfilling lives to inspire others.

Since our formation in 2011, we have worked directly with 1,000+ schools, delivered sessions to 200,000+ young people, and trained 24,000+ school staff members.

Our workshops educate young people about diversity. They empower them to recognise and embrace differences in others. During the workshops, we demonstrate how students can support each other and act as upstanders rather than bystanders by challenging bullying and inappropriate language or behaviour.

Our workshops have an impact:

- 96% of primary pupils said they would respect people who are different to them more.
- 83% of primary pupils and 52% of secondary students said they would feel more confident in challenging bullying or inappropriate language.
- 97% of school staff said the training increased their understanding of diversity and difference and how to tackle and prevent bullying.

In addition to delivering workshops, we develop invaluable educational resources for teachers, governors, parents/carers, and communities. Through a holistic approach to a young person's educational environment, we strive to create safe and inclusive spaces. With this collaborative method, we are empowering a future generation that understands, respects, and embraces people's differences.

This year, our Department for Education funded project focusing on all protected characteristics and areas of perceived difference, continued to be a success and inform the rest of our work and our strategic planning for the future.

The demand for all aspects of our work continues to grow which reaffirms the need for us to be bold with our strategic aims and our fundraising on an ongoing basis. As we grow to meet the ever-increasing demand for our work it is crucial that we put in place internal structures and systems to ensure that this growth is built on solid foundations.

We continue to take steps to diversify our income sources, seeking new corporate donors and partnerships. The prospect for the Charity's future looks promising in terms of growing income and reserves, although as a small charity we continue to recognise the challenges and risks we face in a difficult climate for fundraising.

We are incredibly proud of the ongoing life-changing impact of our work and are convinced that our mission is as important today as it was when we were founded in 2011.

# Report of the Directors

## *for the year ended 31 August 2023*

The Trustees, who are also Directors of the company for the purposes of the Companies Act 2006, present their report and financial statements of the charity for the year ended 31 August 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006, and the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019.

## Objectives and activities

Diversity Role Models' charitable objects are specifically restricted, in each case, to the promotion of equality and diversity for the public benefit by:

1. the elimination of discrimination on the grounds of sexual orientation and gender identity in educational institutions;
2. advancing education and raising awareness in equality, diversity and inclusion; and
3. promoting activities to foster understanding between people from diverse backgrounds.

## *Key activities of Diversity Role Models*

We deliver workshops for young people from early years through to higher education, provide training for school staff, governors, and parents/carers, and produce impactful educational resources. In our workshops, volunteer role models tell their stories of difference, diversity, and bullying. Consequentially, this builds connection and empathy, helping young people understand the impact their language and actions can have on others. This, in turn, empowers young people to be upstanders who challenge bullying and exclusionary language rather than bystanders.

## Achievements and performance

### *Service delivery*

**School engagement and beneficiaries:** This year saw Diversity Role Models build on the record performance in the prior year, again seeing us deliver to the largest number of beneficiaries in the charity's history. In our core delivery, we saw a large increase in demand for in-person workshops this year, which we supplemented through the digital delivery models developed in response to Covid-19 which both allowed us to reach more young people in more workshops than ever before.

Secondly, we continued to reach more young people and school staff through the ongoing successful delivery of the second year of our Department for Education funded Embracing

Difference, Ending Bullying Programme (a three-year programme running from April-March each year), we also saw a dramatic increase in the number of staff training sessions delivered.

***Our delivery and beneficiaries for the year are:***

	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Schools</b>	300	203	147	89
<b>Individual Beneficiaries</b>	40,752	30,257	10,553	15,164
<b>Average Beneficiaries per School</b>	136	149	72	170

**Student workshop programme:** We delivered more student workshops than ever before, reaching more young people than in any other year in our history. After reduced workshop numbers during the height of the Covid-19 pandemic we are pleased to have not just recovered but grown our reach significantly compared to pre-pandemic levels. A large number of funded projects allowed us to offer workshops free of charge to many schools which supported this growth, this included a funded project working in Further Education. Continuing from 2022, where for the first time we delivered a series of workshops to the same group of students over the course of an academic year, we also report the number of students reached in each workshop delivered as well as the number of individual students reached.

	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Workshops</b>	1,184	808	224	394
<b>Students present in all Workshops delivered</b>	34,470	27,562	9,093	12,166
<b>Individual Students reached over the year</b>	31,617	26,152	9,093	12,166

**School staff and governor training programme:** We saw another substantial increase in the delivery of our staff/governor training this year. This was driven by the project funded by the Department for Education’s anti-bullying fund. The project focused on staff training delivery and ran throughout the whole financial year. We have been able to utilise digital delivery to reach schools we previously may not have been able to support and, through growing our regional hub model, we have expanded and cemented our presence in the North East, Yorkshire and Humber, North West, West Midlands, London, and the South East.

	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Staff/Governor Sessions</b>	209	110	56	140
<b>Individual Staff/Governors</b>	6,212	4,090	1,495	2,935

**Parent and carer workshop programme:** we delivered four parent/carers sessions this year:

	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Parents/Carers Sessions</b>	4	1	0	3
<b>Individual Parents/Carers</b>	70	15	0	63

## ***Fundraising***

As previously cited, the Department for Education project has been financially transformative for the Charity. This three-year project renews annually until early 2024 with each annual contract at an average of £225,000. This contract was the largest piece of funding the Charity has ever secured. The contract has allowed a refocus on a new fundraising strategy that will diversify our income, make us less reliant on a small number of generous donors, and seek to grow the Charity's turnover.

### **Corporate sponsors**

During the year we continued to see our corporate donors moving away from unrestricted funding towards a model of clearly defined 'commissioning' of our delivery (restricted funds). Historically, we have benefitted from corporates donating a lump sum and encouraging us to deliver our objectives, this year we have seen a trend to more formal proposals, business cases and clearly defined project plans and targets. This financial year, as well as maintaining our existing relationships, we developed new partnerships with corporate donors. This remains our most significant source of income and we are extremely grateful to all the corporations who support us.

### **Trusts & Foundations**

Only around £10,000 came from trusts and foundations this financial year via The Westminster Foundation. There are opportunities for the Charity to grow income from this area in the future.

### **Individual giving**

We are grateful to all of our individual donors, who continue to support the charity and its objectives.

### **Events and other unrestricted funds**

We were able to return to hosting in person fundraising events during the financial year, with two main events generating substantial donations for the charity. These events were supported by various corporate donors and sponsors.

### **In-kind support and donations**

We have benefitted from specialist pro bono services from a number of people and organisations. Ongoing support provided by Nexer has been especially helpful. The publication of our Impact Report was supported by public relations work from Simon Brooke, Phil Kennedy, and proof reading by Chris and Maureen Miller.

In synopsis, thanks to the Department for Education contract, this financial year has been financially transformative for Diversity Role Models. The nature of that contract opens an opportunity to improve other parts of the fundraising strategy to future proof finances enabling sustained financial growth to fund the expansion of our charitable mission.

## ***Staff and volunteers***

### **Support from volunteers**

The Trustees would like to extend a huge thank you to all our volunteers, without whom our services would not be possible. They are the backbone of our organisation and their time spent telling their stories in schools and contributing to resource development is what makes our work so impactful. Volunteers are a vital part of our programme delivery and provide resource engagement via our Education Steering Group. We ended the year with 301 volunteer role models (2022: 293) and 38 volunteer facilitators (2022: 34). In support of our service delivery, our volunteers gave an estimated 1,107 (2022: 1,014) hours of their time.

During the period, we are also grateful to have received operational support from three volunteers (2022: four plus the Nexer team).

### **Patrons**

We continue to be supported by high-profile patrons, and we are very grateful for everything they do for us.

### **Staff**

The year saw further staff changes. Through the dedication and hard work of the entire team, charitable outputs and financial fundraising grew in spite of such changes. The Trustees thank all colleagues for their outstanding commitment to the Charity.

## **Financial review**

### ***Funds raised***

Total income for the year was £872,238 (2022: £513,646); of which unrestricted income was £451,883 (2022: £238,005) and restricted income was £420,355 (2022: £275,641).

### ***Expenditure***

Total expenditure was £747,872 (2022: £531,543); of which unrestricted expenditure was £339,206 (2022: £230,404) and restricted expenditure was £408,667 (2022: £301,139).

This resulted in a surplus/deficit for the year of £124,366 (2022: deficit of £17,897).

### ***Reserves policy***

Diversity Role Models' reserves policy has been devised by analysing the Charity's main financial obligations now, and in the future, the cost of reshaping the charity and the scale of risk to voluntary income in order to calculate a target sum of unrestricted funds to be held in reserve. Such a sum should be sufficient to ensure the continued operation of the Charity in the medium term in the event of a drop in generated income.

The reserves policy contains a framework for regularly reviewing the free reserves level, with the frequency of review determined by the amount of free reserves held. This is to ensure that the Trustees continue to monitor and manage reserves effectively.

The target for 31 August 2023 was set at £324,396 in free reserves. At 31 August 2023, Diversity Role Models held £353,120 in free reserves.

## Structure, governance and risk management

### ***Governing document***

Diversity Role Models is a charitable company, limited by guarantee, incorporated on 19 May 2011, and registered as a charity on 23 June 2011.

The company was established under a Memorandum and Articles of Association, which established the objects and powers of the charitable company and is currently governed by Articles of Association (most-recently amended on 19 June 2024).

### ***Governance***

The charity is governed by its Trustees. The Trustees also act as the members of the charity and its corporate Directors for the purposes of the Companies Act 2006. The Articles of Association outline the powers, responsibilities and decision-making of the Trustees.

### ***Recruitment and appointment of Trustees***

The process for appointing Diversity Role Models' voluntary Trustees was set out in the Articles of Association for the charity year. The minimum number of Trustees is five. The maximum number of Trustees is twelve. (Note that the maximum number of Trustees was increased to fifteen on 19 June 2024).

New Trustees were appointed by the existing Trustees of the charity for terms not to exceed three years. Trustees may serve multiple terms. The maximum term of continual service for a Trustee was six consecutive years. A Trustee who had served for a maximum consecutive period allowed was not eligible for reappointment until one year had elapsed from the date of expiry of that Trustee's last term of service. The Trustees may appoint any person willing and fit to act as a Trustee and Director, subject to the provisions of the Articles of Association.

Diversity Role Models conducts a regular skills, experience, and diversity audit of Trustees. This audit identifies gaps in skills or under-representation of particular groups or communities and is fundamental to the recruitment process.

Applicants are invited to apply via an open recruitment process. They complete an application form, after which shortlisted applicants are interviewed by a panel comprised of existing Trustees. This panel makes a recommendation to the Trustees, with suitable applicants nominated for selection.

### ***Trustee induction and training***

Trustees are provided with a clear role description outlining their statutory, safeguarding, and additional responsibilities as well as the Trustee code of conduct. Trustees are required to acquaint themselves with Diversity Role Models' policies and procedures, strategic plan and budget, and its Articles of Association. Trustees are actively required to take up relevant training and development to fulfil their role and responsibilities to Diversity Role Models.

### ***Organisational structure and decision making***

The Trustees are responsible for the strategic direction of the charity and oversight of its work and finances.

The Trustees delegate day-to-day responsibility for the provision of services to the Chief Executive Officer. The Chief Executive Officer is responsible for ensuring the secure financial management and administration of the charity. Effective management and supervision of the staff team is the responsibility of the Chief Executive Officer.

### ***Remuneration of key management personnel***

The remuneration of the charity's key management personnel, the Chief Executive Officer, is set by the Trustees, taking into account the charity's financial position and the amount paid for comparable roles in comparable organisations. This is the case for all staff roles.

### ***Risk assessment***

Diversity Role Models regularly undertakes a review and assessment of risks, financial and non-financial, to which it is exposed in its current activities.

The Trustees have considered a summary of risks and have ensured that effective systems and controls exist to reduce internal risks and respond swiftly to external risks and minimise their impact. For this purpose, the Trustees maintain a risk register.

Risks are monitored continually by the management and reviewed by the Trustees unless there are issues that need the Trustee's immediate attention.

## **Reference and administrative details**

**Charity Name:** Diversity Role Models  
**Charity Number:** 1142548  
**Company Number:** 07640644

**Principal and  
Registered Office:** St Anne's Church  
55 Dean Street  
London, W1D 6AF

**Chief Executive Officer:** Alexander Robert Ian Feis-Bryce

### **Trustees and Directors:**

The Trustees who served during the year, or who served at the time this report and financial statements were approved, who were also Directors of the company were as follows:

Amanda Leigh Whiteside (until 27 June 2024)  
Antonia Denise Belcher (until 13 November 2023)  
Christopher Glenn Drennen (from 30 January 2024)  
Christopher James Tune  
Costandinos Andreou Kyriacou  
Daniela Rosetta Grasso  
Geffrye Ian Parsons (until 2 October 2023)  
George Adam McCann (from 15 November 2023)  
Hans Kenneth Svennevig (until 20 June 2024)  
Heidi Amelia Mallace (from 6 September 2023)  
James Nicholas Ford (until 13 November 2023)  
Louise Michelle Trethewey (until 31 October 2023)  
Scott Jack Sullivan (until 23 September 2023)  
Stephen David Sutton (until 27 June 2024)  
Symon Wheelhouse (from 27 June 2024)  
Tamoor Ali (from 15 November 2023)  
Vijayalutchmee Ersapah (until 10 October 2023)

### **Bankers:**

Lloyds Bank  
Kilburn Branch  
106 Kilburn High Road  
London NW6 4HY  
  
National Westminster Bank  
Tottenham Court Road Branch  
45 Tottenham Court Road  
London W1T 2EA

### **Independent Examiner:**

K C Fisher FCA  
Myrus Smith Chartered Accountants  
Norman House  
8 Burnell Road  
Sutton  
Surrey SM1 4BW

## Statement of Trustees' and Directors' responsibilities

The Trustees, who are also Directors of Diversity Role Models for the purposes of company law, are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities' Statement of Recommended Practice 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Signed on behalf of the Trustees:



Christopher Tune, Treasurer

Date: 28 June 2023

# Report of the Independent Examiner

## ***Independent Examiner's Report to the Trustees of Diversity Role Models***

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 August 2023 which are set out on pages 14 to 28.

### ***Responsibilities and basis of report***

As the charity trustees of the company (and its directors for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### ***Independent examiner's statement***

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



K C Fisher FCA

Date: 28 June 2023

Myrus Smith Chartered Accountants, Norman House, 8 Burnell Road, Sutton, Surrey, SM1 4BW

# Financial Statements

## Statement of Financial Activities

for the year ended 31 August 2023

	Notes	Unrestricted Funds £	Restricted Funds £	2023 £	2022 £
<b>Income from:</b>					
Donations and legacies	3	379,998	420,355	800,353	448,872
Charitable activities					
- Contributions from schools		68,685		68,685	61,115
Other trading activities		3,200		3,200	3,659
<b>Total income</b>		<u>451,883</u>	<u>420,355</u>	<u>872,238</u>	<u>513,646</u>
<b>Expenditure on:</b>					
Raising funds	4	102,772	-	102,772	55,832
Charitable activities	4	236,434	408,667	645,100	475,711
<b>Total expenditure</b>	4	<u>339,206</u>	<u>408,667</u>	<u>747,872</u>	<u>531,543</u>
<b>Net income/(expenditure)</b>		<u>112,677</u>	<u>11,689</u>	<u>124,366</u>	<u>(17,897)</u>
Transfer between funds		(319)	319		-
Funds brought forward		<u>240,762</u>	<u>32,907</u>	<u>273,669</u>	<u>291,566</u>
<b>Fund balances carried forward</b>		<u><u>353,120</u></u>	<u><u>44,915</u></u>	<u><u>398,035</u></u>	<u><u>273,669</u></u>

There are no recognised gains or losses other than those in the Statement of Financial Activities.

All the above amounts relate to continuing activities.

The notes on pages 17 to 28 form part of these financial statements.

## Balance Sheet

As at 31 August 2023

	Notes	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	7	1,496	3,309
		<u>1,496</u>	<u>3,309</u>
<b>Current assets</b>			
Debtors	8	184,007	137,882
Cash at bank and in hand		557,072	166,488
		<u>741,079</u>	<u>304,370</u>
<b>Current liabilities</b>			
Creditors falling due within one year	9	(344,540)	(34,010)
		<u>396,539</u>	<u>270,360</u>
<b>Net current assets</b>			
		<u>398,035</u>	<u>273,669</u>
<b>Total net assets</b>			
		<u>398,035</u>	<u>273,669</u>
<b>Funds</b>			
Unrestricted	11	353,120	240,762
Restricted	11	44,915	32,907
		<u>398,035</u>	<u>273,669</u>
<b>Total funds</b>			
		<u>398,035</u>	<u>273,669</u>

For the year ended 31 August 2023, the company is exempt from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with s476.

The directors acknowledge their responsibilities for:

- ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The accompanying notes on pages 17 to 28 form an integral part of these financial statements.

The financial statements were approved by the Directors on 28 June 2023.



Christopher Tune, Treasurer

Date: 28 June 2023

## Cash Flow Statement

As at 31 August 2023

	2023 £	2022 £
<b>Net cash generated from operating activities</b> (see below)	390,583	(175,752)
<b>Cash flow from investing activities</b>		
Purchase of tangible fixed assets	-	(4,227)
<b>(Decrease)/Increase in cash in the year</b>	390,583	(179,979)
Cash brought forward	166,488	346,467
<b>Cash carried forward</b>	557,072	166,488
<b>Analysis of cash</b>		
Cash at bank	557,072	166,488

	2023 £	2022 £
<b>Reconciliation of net income to net cash flow from operating activities</b>		
Operating surplus on ordinary activities	124,366	(17,897)
Adjustments for non-cash items:		
Depreciation	1,813	3,172
(Increase)/Decrease in debtors	(46,126)	(125,566)
Increase/(Decrease) in creditors	310,530	(35,461)
<b>Net cash generated from operating activities</b>	390,583	(175,752)

The accompanying notes on pages 17 to 28 form an integral part of these financial statements.

## Notes to the Financial Statements

### 1. Accounting Policies

#### 1.1 Basis of preparation of the financial statements

Diversity Role Models is a registered Charity and a private company, limited by guarantee and registered in England and Wales. The registered office of the company is given in the Reference and Administrative details on page 10.

The financial statements are prepared under the historical cost convention and include the results of the entity's operations which are described in the Trustees' Report and all of which are continuing.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Charities Act 2011, the Companies Act 2006 and the UK Generally Accepted Accounting Practice.

The charity constitutes a public benefit entity as defined by FRS102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

#### 1.2 Tangible fixed assets for use by the charity and depreciation

Tangible fixed assets for use by the charity are stated at cost less depreciation.

Depreciation is provided at rates calculated to write-off the cost of fixed assets, less their estimated residual value, over their expected useful lives, on the following basis:

Computer equipment: 33.33% straight-line

Office equipment: 20.00% straight-line

The charity does not capitalise individual expenditure items below £100.

#### 1.3 Income

Income from donations and grants is recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Income is shown gross, with the associated costs included in expenditure.

Voluntary help is invaluable to the charity. This cost has not been included in the financial statements since the monetary value cannot reasonably be quantified. During the year, 301 (2022: 293) volunteers supported the charity, in addition to the Trustees, volunteering for an estimated 1,107 (2022: 1,014) hours in total. Further details of the contribution made by volunteers can be found in the Report of the Directors.

#### **1.4 Expenditure**

Liabilities are recognised as an expense as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Support costs are those costs incurred in running the charity and have been allocated to charitable activities and cost of generating funds on the basis of an estimate of the proportion of the charity's resources applied to each.

Governance costs, included within support costs, are those costs of running the charity as a legal entity.

#### **1.5 Taxation**

The charity is exempt from corporation tax on its charitable activities.

#### **1.6 Gifts in kind**

Income in the form of gifts in kind is included in the Statement of Financial Activities at its estimated gross value to the charity. The current value is the price that the charity reasonably estimates it would have to pay in the open market for an equivalent item or service. An equivalent amount of gifts in kind is included in expenditure.

#### **1.7 Funds structure**

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor.

Unrestricted funds comprise those funds which the Trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the Directors, at their discretion, have created a fund for a specific purpose.

#### **1.8 VAT**

Where appropriate, expenditure includes irrecoverable value added tax.

#### **1.9 Pensions costs**

The charity auto-enrols all eligible employees into a workplace pension scheme. Staff can choose to opt out of this and have the charity pay into a personal pension plan on their behalf instead. The charity will match pension contributions up to 4%.

#### **1.10 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, and bank overdrafts.

#### **1.11 Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all of its financial instruments.

## 2. Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 3. Income from donations and legacies

	Unrestricted Funds £	Restricted Funds £	2023 £	2022 £
Grants	34,738	420,355	455,094	275,641
Donations	243,967	-	243,967	159,451
Major DRM events	87,513	-	87,513	-
Gifts in kind	13,780	-	13,780	13,780
	<u>379,998</u>	<u>420,355</u>	<u>800,353</u>	<u>448,872</u>

In 2023 Grants included an amount of £247,355 (2022: £220,466) received from the Department for Education for a project working within schools on anti-bullying workshops and an amount of £125,000 (2022: £25,000) received from Lego.

## 4. Total expenditure

	Staff costs £	Direct costs £	Dep'n £	Support costs £	Total 2023 £	Total 2022 £
Raising funds	52,730	40,848		9,194	102,772	55,832
Charitable activities	427,986	163,202	1,813	52,099	645,100	475,711
	<u>480,716</u>	<u>204,050</u>	<u>1,813</u>	<u>61,293</u>	<u>747,872</u>	<u>531,543</u>

## Direct costs

	<b>Raising Funds</b>	<b>Charitable Activities</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Staff costs	52,730	427,986	480,716	407,081
Advertising and marketing	25,757	-	25,757	2,317
Other fundraising costs	15,121	-	15,121	12,466
Miscellaneous costs		64	64	373
Miscellaneous staff costs		792	792	3,153
Monitoring and evaluation		3,780	3,780	3,780
Corporate delivery		16,200	16,200	-
Recruitment		3,059	3,059	2,859
Schools delivery				
- Advertising & marketing		35,507	35,507	12,030
- Facilitators		-	-	720
- Travel & subsistence		6,924	6,924	4,201
- Other delivery costs		-	-	4,613
Staff training		8,055	8,055	10,641
Travel & subsistence (non-delivery)		25,059	25,059	13,393
Volunteer expenses (non-delivery)		2,677	2,677	130
Web services		10,000	10,000	10,000
	<u>84,515</u>	<u>600,251</u>	<u>684,766</u>	<u>487,757</u>

## Support costs

	<b>Raising Funds</b>	<b>Charitable Activities</b>	<b>Total 2023</b>	<b>Total 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Accountancy	663	3,756	4,419	1,135
Insurance	186	1,055	1,241	1,195
Legal and consulting costs	486	2,754	3,240	-
IT costs	2,127	12,053	14,180	5,054
Office, stationery & postage	836	4,737	5,573	5,402
Rent	3,726	21,111	24,837	21,552
Subscriptions	352	1,997	2,359	1,255
Telephone	548	3,106	3,654	3,263
Governance costs:				
- Independent Examination	270	1,530	1,800	1,758
	<u>9,194</u>	<u>52,099</u>	<u>61,293</u>	<u>43,786</u>

During the year the charity received the benefit of assistance with a donor database from Salesforce. The database has been valued at its value in use to the charity of £3,780 (2022: £3,780). This is considered to be a direct cost of charitable activities.

The charity benefited from pro bono web services from Sigma Consulting Solutions. The value of services provided was £29,500 (2022: £29,500). The charity has valued this at its value in use to the charity of £10,000 (2022: £10,000). This is considered to be a direct cost of charitable activities.

**5. Net income/(expenditure)**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
The net income/(expenditure) for the year is stated after charging:		
Depreciation of tangible fixed assets	1,813	3,172
Independent examination (Myrus Smith Chartered Accountants)	1,800	1,758

**6. Staff costs and emoluments**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	428,453	361,245
National insurance	36,291	31,467
Pension costs	15,973	14,369
	<u>480,716</u>	<u>407,081</u>
	<u>480,716</u>	<u>407,081</u>
	<b>2023</b>	<b>2022</b>
	<b>Headcount</b>	<b>Headcount</b>
The average number of staff employed by the charity during the year	<u>12.4</u>	<u>12.1</u>

One employee received employee benefits (excluding employer pension costs) in the range of £80,000 - £90,000 (2022: one in the range of £70,000 - £80,000).

Total remuneration of key management personnel in the year was as follows:

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Aggregate compensation	87,585	74,097

Under FRS 102, employee benefits include gross salary, benefits in kind, employer's national insurance, and employer pension costs.

7. **Tangible assets**

	<b>Computer equipment £</b>	<b>Office equipment £</b>	<b>Total £</b>
<b>Cost</b>			
As at 1 September 2022	21,948	2,187	24,135
Additions	-	-	-
	<u>21,948</u>	<u>2,187</u>	<u>24,135</u>
As at 31 August 2023	<u>21,948</u>	<u>2,187</u>	<u>24,135</u>
<b>Accumulated depreciation</b>			
As at 1 September 2022	18,768	2,058	20,826
Charge for the year	1,684	129	1,813
	<u>20,452</u>	<u>2,187</u>	<u>22,639</u>
As at 31 August 2023	<u>20,452</u>	<u>2,187</u>	<u>22,639</u>
<b>Net book value</b>			
As at 31 August 2023	<u>1,496</u>	-	<u>1,496</u>
As at 1 September 2022	<u>3,180</u>	<u>129</u>	<u>3,309</u>

All fixed assets are used for charitable purposes.

8. **Debtors**

	<b>2023 £</b>	<b>2022 £</b>
Accounts receivable	112,210	64,813
Other debtors	3,000	3,000
Prepayments and accrued income	68,797	70,069
	<u>184,007</u>	<u>137,882</u>

9. **Creditors**

	<b>2023 £</b>	<b>2022 £</b>
Amounts falling due within one year:		
Accounts payable	58,050	5,282
Accruals	17,856	9,899
Deferred income (note 10)	251,917	3,630
Payroll due to staff	34	34
PAYE payable	9,827	12,441
Pensions payable	6,856	2,724
	<u>344,540</u>	<u>34,010</u>

10. **Deferred income**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Opening balance	3,630	50,000
Deferred income received in the year	251,917	3,630
Amounts released	(3,630)	(50,000)
	<u>251,917</u>	<u>3,630</u>
Balance carried forward	<u>251,917</u>	<u>3,630</u>

Deferred income in 2023 is funding received in advance from donors in respect of delivery which occurs after the financial year end. Deferred income in 2022 was funding received in advance for specific events.

## 11. Funds of the charity

	At 1 September 2022 £	Income £	Expenditure £	Transfers £	At 31 August 2023 £
<b>Restricted</b>					
Student workshops					
- North East hub	-	13,000	(13,319)	319	-
- Hammersmith & Fulham	-	-	-	-	-
- Westminster	175	-	-	-	175
- South Westminster	-	-	-	-	-
- North West hub	-	-	-	-	-
Department for Education	-	247,355	(247,355)	-	-
Aviva	-	-	(152)	-	(152)
PA Foundation	-	30,000	-	-	30,000
Lego	22,771	125,000	(147,771)	-	-
T.K. Maxx and Homesense Foundation	-	-	-	-	-
Reed Smith LLP Westminster Foundation	-	5,000	-	-	5,000
London Community Response Fund	9,511	-	(69)	-	9,442
Born to be Proud	450	-	-	-	450
	-	-	-	-	-
<b>Total restricted</b>	<b>32,907</b>	<b>420,355</b>	<b>(408,667)</b>	<b>319</b>	<b>44,915</b>
<b>Unrestricted</b>					
General funds	237,453	451,883	(337,393)	(319)	351,624
Designated funds: Fixed assets	3,309	-	(1,813)	-	1,496
<b>Total unrestricted</b>	<b>240,762</b>	<b>451,883</b>	<b>(339,206)</b>	<b>(319)</b>	<b>353,120</b>
<b>Total funds</b>	<b>273,669</b>	<b>872,238</b>	<b>(747,872)</b>	<b>-</b>	<b>398,035</b>

**Restricted funds:** are created from funds received in the form of grants and sponsorship for the delivery of services to specific geographical areas or for specific projects.

**Unrestricted funds:** the net book value of the fixed assets has been designated as it does not form part of the free reserves of the charity.

## 11. Funds of the charity (continued)

	At 1 September 2021 £	Income £	Expenditure £	Transfers £	At 31 August 2022 £
<b>Restricted</b>					
Student workshops					
- North East hub	26,000	-	(26,337)	337	-
- Hammersmith & Fulham	1,000	-	(1,000)	-	-
- Westminster	-	175	-	-	175
- SouthWestminster	-	-	-	-	-
- North West hub	-	-	-	-	-
Department for Education	-	220,466	(220,466)	-	-
Lego	15,000	25,000	(17,229)	-	22,771
LGBT Futures Fund	-	-	-	-	-
T.K. Maxx and Homesense Foundation	-	20,000	(20,000)	-	-
M&G Community Fund	1,600	-	(1,600)	-	-
Westminster Foundation	8,288	10,000	(8,777)	-	9,511
London Community Response Fund	-	-	450	-	450
Born to be Proud	6,180	-	(6,180)	-	-
<b>Total restricted</b>	<b>58,068</b>	<b>275,641</b>	<b>(301,139)</b>	<b>337</b>	<b>32,907</b>
<b>Unrestricted</b>					
General funds	231,244	238,005	(227,232)	(4,564)	237,453
Designated funds: Fixed assets	2,254	-	(3,172)	4,227	3,309
<b>Total unrestricted</b>	<b>233,498</b>	<b>238,005</b>	<b>(230,404)</b>	<b>(337)</b>	<b>240,762</b>
<b>Total funds</b>	<b>291,566</b>	<b>513,646</b>	<b>(531,543)</b>	<b>-</b>	<b>273,669</b>

**Restricted funds:** are created from funds received in the form of grants and sponsorship for the delivery of services to specific geographical areas or for specific projects.

**Unrestricted funds:** the net book value of the fixed assets has been designated as it does not form part of the free reserves of the charity.

12. **Other financial commitments**

At 31 August 2023, the charity had outstanding commitments in relation to land and buildings for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Within one year	<u>12,747</u>	<u>10,776</u>

13. **Related party transactions**

The charity did not receive any donations from related parties that require disclosure (2022: none). The aggregate amount of all donations received from related parties was none (2022: £2,640).

14. **Trustee remuneration**

No Trustees during the year were reimbursed for travel expenses relating to the charity (2022: none).

No other Trustee, nor any person connected with them, has received, or is due to receive, any remuneration for the year, nor obtained any financial benefit, directly or indirectly from the charity's funds (2022: none).

15. **Company limited by guarantee**

Every member of the company has undertaken to pay such an amount as may be required, not exceeding £10, towards the charitable company's assets on a winding up.

16. **Comparative information**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2022 £</b>
<b>Income from:</b>			
Donations and legacies	193,231	255,641	448,872
Charitable activities			
- Contributions from schools	61,115	-	61,115
Other trading activities	3,659	-	3,659
	<u>258,004</u>	<u>255,641</u>	<u>513,646</u>
<b>Total income</b>			
<b>Expenditure on:</b>			
Raising funds	55,832	-	55,832
Charitable activities	194,572	289,139	475,710
	<u>250,404</u>	<u>289,139</u>	<u>531,542</u>
<b>Total expenditure</b>			
<b>Net income/(expenditure)</b>	7,601	(25,498)	(17,897)
Transfer between funds	(337)	337	-
Funds brought forward	<u>233,498</u>	<u>58,068</u>	<u>291,566</u>
<b>Fund balances carried forward</b>	<u><u>240,762</u></u>	<u><u>32,907</u></u>	<u><u>273,669</u></u>

17. Analysis of net assets between funds

	Fixed assets £	Current assets £	Current liabilities £	Net assets £
<b>2023</b>				
Unrestricted funds	-	696,164	(344,540)	351,624
Designated funds	1,496	-	-	1,496
Restricted funds	-	44,915	-	44,915
	<u>1,496</u>	<u>741,079</u>	<u>(344,540)</u>	<u>398,035</u>
At 31 August 2023	<u>1,496</u>	<u>741,079</u>	<u>(344,540)</u>	<u>398,035</u>

Comparative information for the analysis of net assets between funds is as follows:

	Fixed assets £	Current assets £	Current liabilities £	Net assets £
<b>2022</b>				
Unrestricted funds	-	271,463	(34,010)	237,453
Designated funds	3,309	-	-	3,309
Restricted funds	-	32,907	-	32,907
	<u>3,309</u>	<u>304,370</u>	<u>(34,010)</u>	<u>273,669</u>
At 31 August 2021	<u>3,309</u>	<u>304,370</u>	<u>(34,010)</u>	<u>273,669</u>

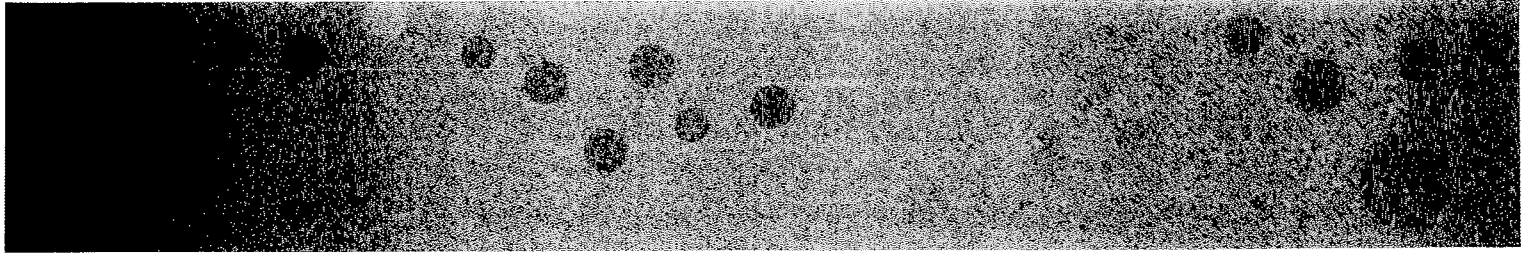
**DIVERSITY ROLE MODELS**

England & Wales - Charity number 1142548

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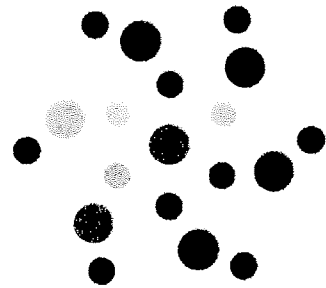
# Accounts

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**Annual Report and Financial Statements**  
for the year ended 31 August 2022

**Diversity**  
**Role Models**  
Let's end LGBTQ+ bullying



## Diversity Role Models

**Annual Report and Accounts**  
for the year ended 31 August 2022

Company Limited by Guarantee  
Registration Number  
07640644 (England and Wales)  
Charity Registration Number  
1142548

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## Chief Executive Officer's preface

Diversity Role Models ("DRM") work with schools to end LGBTQ+ bullying. We are a volunteer led charity traditionally funded by corporate sponsors and individuals. The financial year was one of significant change and growth for the Charity where we welcomed a new CEO, COO and six new volunteer trustees to our board, including a new Chair, Vice Chair and Secretary. The period was also one of growth via a transformative three-year anti-bullying contract from the Department for Education ("DfE"). In order to meet the requirements of the DfE contract, we were able to extend our staff team by four individuals, all on a fixed-term basis. Due to the timing of the contract being signed, the first "year" of the contract was delivered within only a few months, and I am incredibly proud that despite the short deadline, the delivery targets were achieved, and the team produced a high-quality impact report highlighting the state of bullying within schools and the prevalence of Homophobic, Biphobic and Transphobic (HBT) behaviour. The report underscores just how vital the work of Diversity Role Models remains following the interruption by the pandemic to children's development when it comes to attitudes towards difference and inclusion. The condensed first year's performance by the Charity was met with approval by the DfE and the contract approved for a second year, running from April 2022 to March 2023.

The core LGBTQ+ anti bullying programme of the Charity saw renewed demand as schools returned fully post pandemic. The year saw record numbers of school bookings with the trend moving back towards face-to-face delivery. Matching volunteer engagement with this demand became an immediate challenge as the number of volunteer role models had fallen sharply between 2020 and 2021. Nevertheless, the Charity delivered to more students than ever before passing over 25,000 in an academic year and a cumulative 150,000 since the Charity was formed. Combined with the DfE project, our total footprint took us to around 0.8% of all schools with numbers significantly growing for teacher training for the first time. By the end of the financial year the Charity had moved towards a clear geographical pattern for its delivery. Three key 'hubs' of London, the Northwest and the Greater North (Yorkshire, Humberside, North East) with closely aligned resources to a strategy of targeting funding in deprived areas. Using government data on deprivation, our delivery would now focus on those communities in which being a young LGBTQ+ would be even more challenging and in which the lived experiences arising from intersectionality would be the predominant narrative. This strategy has energised many of our corporate donors for whom social disadvantage is just as much a priority as inclusion. The strategy has also placed an emphasis on further diversifying our volunteer base enabling us to tell those stories to which young people can more readily relate.

As the new CEO with 20+ years' experience in education, I have been deeply impressed by the quality of the Charity's delivery. Facilitators deliver highly relevant and engaging workshops supported by compelling role model stories that engage pupils of all ages. Challenging scenarios and topics are dealt with professionally and compassionately and the commitment and subject knowledge of the team is excellent. It is therefore no surprise to constantly see positive feedback from schools, pupils and parents/careers following a visit by Diversity Role Models.

At the same time during the year, negative attitudes towards LGBTQ+ inclusion have increased placing an increased obligation on the Charity's leaders to address employee welfare. The majority of our staff, volunteers and board are from the LGBTQ+ community and the overt rise of transphobia has been a distressing experience personally and professionally. Consequently, we have placed colleague welfare as

a top priority. I have worked with the board to ensure colleagues feel heard, have a voice in all our strategic development and get the recognition and support they need. More mechanisms have been put in place to ensure colleagues have access to support delivering what can be a challenging and demanding job. While a hostile narrative continues towards the LGBTQ+ community the Charity's leaders recognise that our charitable work is not only needed more than ever, but that the team delivering the work will need more support than ever.

As the financial year ended, it was clear to see how reliant on the DfE contract and ASDA the Charity could become without further development of a fundraising strategy. I have since implemented a new strategy that makes fundraising a 'organisational effort' rather than condensed into a single fundraising manager role.

- Corporate engagement is led by the CEO in London and a new Head of Relationships in the North.
- Unrestricted fundraising and especially events are a priority led by the Head of Relationships
- The Charity is accessing new funding opportunities like the Rainbow Lottery.

We have begun to see the fruits of this new strategy with income arising from more diverse sources. The prospect for the Charity's future looks promising in terms of growing income and reserves. Thereafter the target is to grow and diversify income so that when the DfE contract concludes, the Charity can maintain its infrastructure and continue to grow its footprint.

At the time of this report, the charity has much to be proud of. We have reached new record numbers in delivery to students, schools and teaching staff. We delivered the first phase of an exciting DfE contract which saw our staff team grow to 15 full time colleagues. The demand for our services was increasing and exciting new ideas on the learner journey, the breadth of our provision and ways to diversify our funding base were beginning to be implemented. This year, the Charity has demonstrated its ability to grow and deliver high quality learning in a wide variety of settings despite a year of significant change due to the pandemic. This has placed a renewed confidence in Diversity Role Models ability to deliver even more of its charitable mission in the future.



Matt Garvey  
Chief Executive Officer  
Date: 11 May 2023

## Report of the Directors for the year ended 31 August 2022

The Trustees, who are also Directors of the company for the purposes of the Companies Act 2006, present their report and financial statements of the charity for the year ended 31 August 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) issued in October 2019.

### Objectives and activities

Diversity Role Models' charitable objects are specifically restricted, in each case, to the promotion of equality and diversity for the public benefit by:

1. the elimination of discrimination on the grounds of sexual orientation and gender identity in educational institutions;
2. advancing education and raising awareness in equality, diversity and inclusion; and
3. promoting activities to foster understanding between people from diverse backgrounds.

### Key activities of Diversity Role Models

Diversity Role Models ("DRM") work with schools to end LGBTQ+ bullying. We are a volunteer led charity traditionally funded by corporate sponsors and individuals. Diversity Role Models have a vision of a world where everybody embraces diversity and can thrive. We create an LGBTQ+ inclusive environment where students are empowered to embrace difference and end bullying. We embed inclusion and build empathy through education and role model storytelling.

Diversity Role Models deliver workshops to students in primary and secondary schools and colleges. The classroom-based workshops are safe spaces where students can explore difference and consider their role in creating a world where we all feel accepted. To ensure sustained change we supplement student workshops with training staff, governors and parents/carers.

## Achievements and performance

### Service delivery

**School engagement and beneficiaries:** This year saw DRM deliver to the largest number of beneficiaries in the charity's history. In our core delivery, we saw a large increase in demand for in-person workshops this year, which we supplemented through the digital delivery models developed in response to Covid-19 which both allowed us to reach more young people in more workshops than ever before.

Secondly, we were able to reach more young people through the successful delivery of the first year of our DfE funded *Embracing Difference, Ending Bullying Programme* (a three-year programme running from April-March each year), we also saw a dramatic increase in the number of staff training sessions delivered.

Our delivery and beneficiaries for the year are:

	2022	2021	2020	2019
Schools	203	147	89	147
Total beneficiaries	30,257	10,553	15,164	18,613
Avg. beneficiaries per school	149	72	170	127

**Student workshop programme:** We delivered more student workshops than ever before, reaching more young people than in any other year in our history. After reduced workshop numbers during the height of the Covid-19 pandemic we are pleased to have not just recovered but grown our reach significantly compared to pre-pandemic levels. A large number of funded projects allowed us to offer workshops free of charge to many schools which supported this growth. In 2022, for the first time, we delivered a series of workshops to the same group of students over the course of an academic year. As such, we are now reporting the number of students reached in each workshop delivered as well as the number of individual students reached.

	2022	2021	2020	2019
Workshops	808	224	394	619
Total number of students present in all workshops delivered	27,562	9,093	12,166	17,182
Total of individual students reached over the year	26,152	9,093	12,166	17,182

**School staff and governor training programme:** we saw a substantial increase in the delivery of our staff/governor training this year. This was driven by the project funded by the Department for Education's anti-bullying fund. The project focused on staff training delivery and the first year of the project ran from October 2021 to March 2022. We have been able to utilise digital delivery to reach

schools we previously may not have been able to support and, through hiring members of staff in new areas, have delivered to new locations in person such as in, Yorkshire & Humber.

	2022	2021	2020	2019
Sessions	110	56	140	43
Staff/governors	4,090	1,495	2,935	1,109

*Parent and carer workshop programme:* we delivered one parent/carer session this year:

	2022	2021	2020	2019
Sessions	1	0	3	8
Parents/carers	15	0	63	322

## **Fundraising Report**

As previously cited, the DfE project secured in the year was financially transformative for the Charity. This is a three year project renewed annually with each annual contract at an average of £225,000. This contract was the largest piece of funding the Charity has ever secured. The contract has allowed a refocus on a new fundraising strategy that will diversify our income, makes us less reliant on a small number of generous donors and seeks to grow the Charity's turnover.

### **Corporate sponsors**

During 2021-22 we saw our corporate donors moving away from unrestricted funding towards a model of clearly defined 'commissioning' of our delivery (restricted funds). Historically, we have benefited from corporates donating a lump sum and encouraging us to deliver our objectives, this year we have seen a trend to more formal proposals, business cases and clearly defined project plans and targets. Our most significant donor, ASDA was the first to adopt this new approach (we understand it has done this across the sector). Thereafter support from AIG insurance, BAIN Capital, Arnold Clarke and others added to our list of corporate sponsors funding delivery with targets. Disney remained as an unrestricted donor and in 2022-23 is forecast to be our largest donor of that kind.

### **Trusts & Foundations**

Only around £10,000 per year came from trusts and foundations this financial year via The Westminster Foundation. There are opportunities for the Charity to grow income from this area in the future.

### **Individual Giving**

Around 5% of the Charity's income was generated from individuals. It is an area of funding we will seek to improve as many charities expect to realise 25% or more of their income through this type of giving.

### **Events and other unrestricted funds**

In the financial year there was very little 'traditional' charitable fundraising. The pandemic prevented us from running events or undertaking the type of activities that generate funds. As society is settling into post pandemic behaviour, we aim for those opportunities to reopen in the future.

### **In-kind support and donations**

We have benefited from specialist pro bono services from a number of people and organisations. Support provided for our website by Nexer has been especially helpful and they have committed to help us create a new website with enhanced features on a pro bono basis. The publication of our June 2022 Impact Report was supported by PR work from Simon Brooke, Phil Kennedy and proof reading by Chris & Maureen Miller.

In synopsis, thanks to the DfE contract, this financial year has been financially transformative for Diversity Role Models. The nature of that contract places an opportunity upon leaders to improve other parts of the fundraising strategy to future proof finances enabling sustained financial growth to fund the expansion of our charitable mission.

## Staff and volunteers

### *Support from volunteers*

The Trustees would like to extend a huge thank you to all DRM volunteers, without whom our services would not be possible. They are the backbone of our organisation and their time spent telling their stories in schools, contributing to resource development and leading the strategy of the organisation is what makes our work so impactful. Volunteers are a vital part of our programme delivery and provide resource engagement via our Education Steering Group. We ended the year with 293 volunteer role models (2021: 183) and 34 volunteer facilitators (2021: 35). In support of our service delivery, our volunteers gave an estimated 1,014 (2021: 824) hours of their time.

During the period we are also grateful to have received operational support from four volunteers (plus the Nexer team) (2021: five).

### *Patrons*

We continue to be supported by high-profile patrons, and we are very grateful for everything they do for us.

### *Staff team*

The year saw unprecedented staff changes, particularly at the senior level. However, charitable outputs and financial fundraising grew in spite of such changes. The Trustees thank all colleagues for their outstanding commitment to the Charity.

### *Future plans*

For 2022-23 Diversity Role Models has ambitious plans. We hope to increase our revenue further to help finance growing delivery across the country. Our targets for the year include:

1. Reaching 250 schools – an increase of 25%
2. Reaching 33,000 pupils – our highest ever reach and up 7,000 on 2021-22
3. Extending our provision into post 16 vocational education
4. Trialling provision in Early Years settings
5. The creation of new digital resources pre and post workshop to embed learning and equip schools with sustainable teaching materials.
6. Restarting traditional face-to-face fundraising events
7. Significantly invest in significant staff welfare support initiatives
8. Grow active volunteer numbers by over 33% to 400 with increased emphasis on increasing role model diversity especially in terms of ethnicity, faith, socio-economic background and variety of professions.

## Financial review

### *Funds raised*

Total income for the year was £513,646 (2021: £388,638); of which unrestricted income was £238,005 (2021: £327,752) and restricted income was £275,641 (2021: £60,886).

### *Expenditure*

Total expenditure was £531,543 (2021: £362,976); of which unrestricted expenditure was £230,404 (2021: £289,069) and restricted expenditure was £301,139 (2021: £73,907).

This resulted in a deficit for the year of £17,897 (2021: surplus of £25,662).

### *Reserves policy*

DRM's reserves policy has been devised by analysing the Charity's main financial obligations now, and in the future, the cost of reshaping the charity and the scale of risk to voluntary income in order to calculate a target sum of unrestricted funds to be held in reserve. Such a sum should be sufficient to ensure the continued operation of the Charity in the medium term in the event of a drop in generated income.

The reserves policy contains a framework for regularly reviewing the free reserves level, with the frequency of review determined by the amount of free reserves held. This is to ensure that the Trustees continue to monitor and manage reserves effectively.

The target for 31 August 2022 was set at £265,771 in free reserves. At 31 August 2022, DRM held £237,453 in free reserves.

## **Structure, governance and risk management**

### ***Governing document***

DRM is a charitable company, limited by guarantee, incorporated on 19 May 2011, and registered as a charity on 23 June 2011.

The company was established under a Memorandum and Articles of Association, which established the objects and powers of the charitable company and is currently governed by Articles of Association (most-recently amended on 23 February 2021).

### ***Governance***

The charity is governed by its Trustees. The Trustees also act as the members of the charity and its corporate Directors for the purposes of the Companies Act 2006. The Articles of Association outline the powers, responsibilities and decision-making of the Trustees.

### ***Recruitment and appointment of Trustees***

The process for appointing DRM's voluntary Trustees was set out in the Articles of Association for the charity year. The minimum number of Trustees is five. The maximum number of Trustees is twelve.

New Trustees were appointed by the existing Trustees of the charity for terms not to exceed three years. Trustees may serve multiple terms. The maximum term of continual service for a Trustee was six consecutive years. A Trustee who had served for a maximum consecutive period allowed was not eligible for reappointment until one year had elapsed from the date of expiry of that Trustee's last term of service. The Trustees may appoint any person willing and fit to act as a Trustee and Director, subject to the provisions of the Articles of Association.

DRM conducts a regular skills, experience and diversity audit of Trustees. This audit identifies gaps in skills or under-representation of particular groups or communities and is fundamental to the recruitment process.

Applicants are invited to apply via an open recruitment process. They complete an application form, after which shortlisted, applicants are interviewed by a panel comprised of existing Trustees. This panel makes a recommendation to the Trustees, with suitable applicants nominated for selection.

### ***Trustee induction and training***

Trustees are provided with a clear role description outlining their statutory, safeguarding and additional responsibilities as well as the Trustee code of conduct. Trustees are required to acquaint themselves with DRM's policies and procedures, strategic plan and budget, and its Articles of Association. Trustees are actively required to take up relevant training and development to fulfill their role and responsibilities to DRM.

The Trustees are responsible for the strategic direction of the charity and oversight of its work and finances.

### ***Organisational Structure and Decision Making***

The Trustees delegate day-to-day responsibility for the provision of services to the Chief Executive Officer. The Chief Executive Officer is responsible for ensuring the secure financial management and administration of the charity. Effective management and supervision of the staff team is the responsibility of the Chief Executive Officer.

### ***Remuneration of Key Management Personnel***

The remuneration of the charity's key management personnel, the Chief Executive Officer, is set by the Trustees, taking into account the charity's financial position and the amount paid for comparable roles in comparable organisations. This is the case for all staff roles.

### ***Risk assessment***

DRM regularly undertakes a review and assessment of risks, financial and non-financial, to which it is exposed in its current activities.

The Trustees have considered a summary of risks and have ensured that effective systems and controls exist to reduce internal risks and respond swiftly to external risks and minimise their impact.

Risks are monitored continually by the management and reviewed by the Trustees unless there are issues that need the Trustee's immediate attention. In 2022-23 we aim to further formalise this process.

**Reference and administrative details**

**Charity Name:** Diversity Role Models  
**Charity Number:** 1142548  
**Company Number:** 07640644

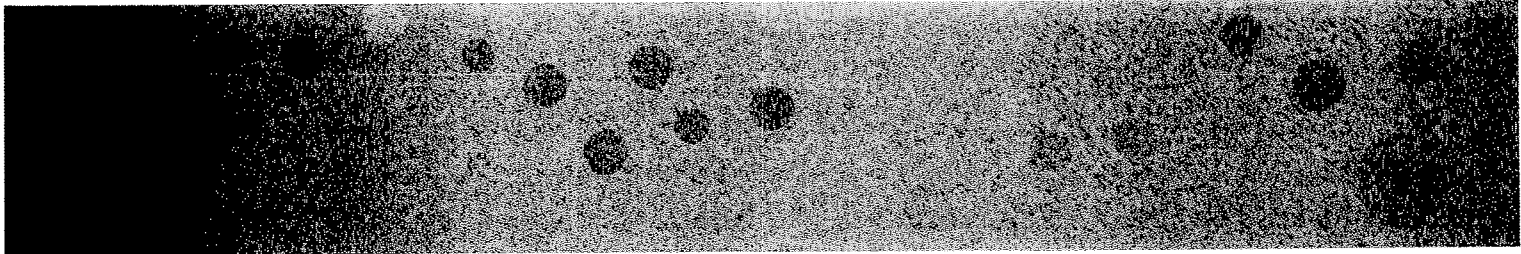
**Principal and Registered Office:**  
 St Anne's Church  
 55 Dean Street  
 London, W1D 6AF

**Chief Executive Officer:** Matt Garvey

**Trustees and Directors:**

The Trustees who served during the year, or who served at the time this report and financial statements were approved, who were also directors of the company were as follows:

ALÍ, Tamoor (Chair)	(Resigned on 27 June 2022)
BELCHER, Antonia Denise	(Resigned on 27 June 2022)
BHIMANI, Fahem	(Resigned on 27 June 2022)
BOSWORTH, Catherine Jane	(Resigned on 27 June 2022)
CROCKETT, Alice Fabienne Stuart	(Resigned on 28 October 2021)
DRENNEN, Christopher Glenn (Secretary)	(Resigned on 27 June 2022)
ERSAPAH, Vijayalutchmee	(Appointed on 27 June 2022)
FORD, James Nicholas	(Appointed on 27 June 2022)
KARMIOS, Daniela	(Appointed on 27 June 2022)
KYRIACOU, Costandinos	(Appointed on 27 June 2022)
PARSONS, Geffrye Ian	(Appointed on 27 June 2022)
SULLIVAN, Scott Jack	(Appointed on 27 June 2022)
SUTTON, Stephen David (Secretary)	(Appointed on 27 June 2022)
SVENNENVIG, Hans Kenneth	(Appointed on 27 June 2022)
TRETHEWEY, Louise Michelle	(Appointed on 27 June 2022)
TUNE, Christopher James (Treasurer)	(Appointed on 27 June 2022)
WHITESIDE, Amanda (Chair)	(Appointed on 27 June 2022)



**Independent Examiner:**

Stephen Jones  
Myrus Smith Chartered Accountants  
Norman House  
8 Burnell Road  
Sutton  
Surrey  
SM1 4BW

**Bankers:**

Lloyds Bank  
Kilburn Branch  
106 Kilburn High Road  
London  
NW6 4HY

National Westminster Bank  
Tottenham Court Road Branch  
45 Tottenham Court Road  
London  
W1T 2EA

## Statement of Trustees' and Directors' responsibilities

The Trustees, who are also Directors of Diversity Role Models for the purposes of company law, are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

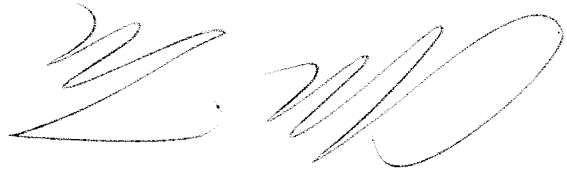
Company law requires the Directors to prepare financial statements for each financial period which give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities' Statement of Recommended Practice 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Signed on behalf of the Trustees:



Christopher Tune, Treasurer

Date: 11 May 2023

## Report of the Independent Examiner Independent Examiner's Report to the Trustees of Diversity Role Models

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 August 2022 which are set out on pages 17 to 32.

### Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies. I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Stephen Jones, FCA

Date: 11 May 2023

Myrus Smith Chartered Accountants  
Norman House, 8 Burnell Road, Sutton, Surrey, SM1 4BW

## Statement of Financial Activities

for the year ended 31 August 2022

	Notes	Unrestricted Funds	Restricted Funds	2022	2021
		£	£	£	£
<b>Income from:</b>					
Donations and legacies	3	173,231	275,641	448,872	334,841
Charitable activities					
- Contributions from schools		61,115	-	61,115	43,000
Other trading activities		3,659	-	3,659	10,797
<b>Total income</b>		<b>238,005</b>	<b>275,641</b>	<b>513,646</b>	<b>388,638</b>
<b>Expenditure on:</b>					
Raising funds	4	55,832	-	55,832	60,929
Charitable activities	4	174,572	301,139	475,711	302,047
<b>Total expenditure</b>	<b>4</b>	<b>230,404</b>	<b>301,139</b>	<b>531,543</b>	<b>362,976</b>
<b>Net income/(expenditure)</b>		<b>7,601</b>	<b>(25,498)</b>	<b>(17,897)</b>	<b>25,662</b>
Transfer between funds		(337)	337	-	-
Funds brought forward		233,498	58,068	291,566	265,904
<b>Fund balances carried forward</b>		<b>240,762</b>	<b>32,907</b>	<b>273,669</b>	<b>291,566</b>

There are no recognised gains or losses other than those in the Statement of Financial Activities.

All the above amounts relate to continuing activities.

The notes on pages 20 to 32 form part of these financial statements.

**Balance Sheet**  
As at 31 August 2022

	2022	Notes	2021
<b>Fixed assets</b>			
Tangible assets	3,309	7	2,254
	<u>3,309</u>		<u>2,254</u>
<b>Current assets</b>			
Debtors	137,882	8	12,316
Cash at bank and in hand	166,488		346,467
	<u>304,370</u>		<u>358,783</u>
<b>Current liabilities</b>			
Creditors falling due within one year	(34,010)	9	(69,471)
	<u>270,360</u>		<u>289,312</u>
<b>Net current assets</b>			
	<u>273,669</u>		<u>291,566</u>
<b>Total net assets</b>			
	<u>273,669</u>		<u>291,566</u>
<b>Funds</b>			
Unrestricted	240,762	11	233,498
Restricted	32,907	11	58,068
	<u>273,669</u>		<u>291,566</u>

For the year ended 31 August 2022 the company is exempt from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with s476.

The directors acknowledge their responsibilities for:

(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The accompanying notes on pages 20 to 32 form an integral part of these financial statements. The financial statements were approved by the Directors on 11 May 2023.



Christopher Tune, Treasurer

Date: 11 May 2023

## Cash Flow Statement

As at 31 August 2022

	2022	2021
	£	£
<b>Net cash generated from operating activities (see below)</b>	<b>(175,752)</b>	<b>77,266</b>
Cash flow from investing activities	(4,227)	(825)
Purchase of tangible fixed assets	(179,979)	76,441
(Decrease)/Increase in cash in the year	346,467	270,026
Cash brought forward	166,488	346,467
Cash carried forward	346,488	346,467
<b>Analysis of cash</b>	<b>166,488</b>	<b>346,467</b>
Cash at bank	(17,897)	25,662
<b>Reconciliation of net income to net cash flow from operating activities</b>	<b>(17,897)</b>	<b>25,662</b>
Operating surplus on ordinary activities	3,172	1,566
Adjustments for non-cash items:	(125,566)	4,529
Depreciation	(35,461)	45,509
Increase/(Decrease) in debtors	(175,752)	77,266
Increase/(Decrease) in creditors	77,266	77,266
<b>Net cash generated from operating activities</b>	<b>(175,752)</b>	<b>77,266</b>

The accompanying notes on pages 20 to 32 form an integral part of these financial statements.

## Notes to the Financial Statements

### 1. Accounting Policies

#### 1.1 Basis of preparation of the financial statements

Diversity Role Models is a registered Charity and a private company, limited by guarantee and registered in England and Wales. The registered office of the company is given in the Reference and Administrative details on page 13.

The financial statements are prepared under the historical cost convention and include the results of the entity's operations which are described in the Trustees' Report and all of which are continuing.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Charities Act 2011, the Companies Act 2006 and the UK Generally Accepted Accounting Practice.

The charity constitutes a public benefit entity as defined by FRS102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

#### 1.2 Tangible fixed assets for use by the charity and depreciation

Tangible fixed assets for use by the charity are stated at cost less depreciation.

Depreciation is provided at rates calculated to write-off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Computer equipment	33.33% straight-line
Office equipment	20.00% straight-line

The charity does not capitalise individual expenditure items below £100.

#### 1.3 Income

Income from donations and grants is recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Income is shown gross, with the associated costs included in expenditure.

Voluntary help is invaluable to the charity. This cost has not been included in the financial statements since the monetary value cannot reasonably be quantified. During the year 293 (2021: 183) volunteers supported the charity, in addition to the Trustees, volunteering for an estimated 1,014 (2021: 824) hours in total. Further details of the contribution made by volunteers can be found in the Report of the Directors.

**Notes to the Financial Statements**

**1. Accounting Policies (continued)**

- 1.4 **Expenditure** 1.4  
 Liabilities are recognised as an expense as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.
- Support costs are those costs incurred in running the charity and have been allocated to charitable activities and cost of generating funds on the basis of an estimate of the proportion of the charity's resources applied to each.
- Governance costs, included within support costs, are those costs of running the charity as a legal entity.
- 1.5 **Taxation** 1.5  
 The charity is exempt from corporation tax on its charitable activities.
- 1.6 **Gifts in kind** 1.6  
 Income in the form of gifts in kind is included in the Statement of Financial Activities at its estimated gross value to the charity. The current value is the price that the charity reasonably estimates it would have to pay in the open market for an equivalent item or service. An equivalent amount of gifts in kind is included in expenditure.
- 1.7 **Funds structure** 1.7  
 Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor.
- Unrestricted funds comprise those funds which the Trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the Directors, at their discretion, have created a fund for a specific purpose.
- 1.8 **VAT** 1.8  
 Where appropriate, expenditure includes irrecoverable value added tax.
- 1.9 **Pensions costs** 1.9  
 The charity auto-enrols all eligible employees into a workplace pension scheme. Staff can choose to opt out of this and have the charity pay into a personal pension plan on their behalf instead. The charity will match pension contributions up to 4%.
- 1.10 **Cash and cash equivalents** 1.10  
 Cash and cash equivalents include cash in hand, deposits held at call with banks, and bank overdrafts.

## Notes to the Financial Statements

### 1. Accounting Policies (continued)

#### 1.11 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all of its financial instruments.

#### 2.

#### Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

#### 3. Income from donations and legacies

	Unrestricted Funds	Restricted Funds	2022	2021
Grants	-	275,641	£ 275,641	£ 138,120
Donations	159,451	-	159,451	182,941
Major DRM events	-	-	-	-
Gifts in kind	13,780	-	13,780	13,780
	<u>173,231</u>	<u>275,641</u>	<u>448,872</u>	<u>334,841</u>

2022 Grants includes an amount of £220,466 received from the Department for Education for a project working within schools on anti-bullying workshops and an amount of £10,000 received from the Westminster Foundation for working in Westminster & Cheshire schools. In 2021 grants included an amount of £36,079 received from the Coronavirus Job Retention Scheme.

Notes to the Financial Statements

4. Total expenditure

	2021	2022	2021	2022	2021	2022
Staff costs	£ 34,957	£ 34,957	£ 34,957	£ 34,957	£ 34,957	£ 34,957
Advertising and marketing	12,466	12,466	-	2,317	-	12,281
Other fundraising costs	-	-	-	373	-	35
Miscellaneous costs	-	373	-	373	-	967
Miscellaneous staff costs	-	3,153	-	3,153	-	3,780
Monitoring and evaluation	-	3,780	-	3,780	-	413
Recruitment	-	2,859	-	2,859	-	97
Schools delivery	-	12,030	-	12,030	-	704
- Advertising & marketing	-	720	-	720	-	-
- Facilitators	-	4,201	-	4,201	-	2,927
- Travel & subsistence	-	4,613	-	4,613	-	43
- Other delivery costs	-	10,641	-	10,641	-	421
Staff training	-	13,393	-	13,393	-	10,000
Travel & subsistence (non-delivery)	-	130	-	130	-	10,000
Volunteer expenses (non-delivery)	-	130	-	130	-	43
Web services	-	10,000	-	10,000	-	43
<b>Raising Funds</b>	<b>£ 34,957</b>	<b>£ 372,124</b>	<b>£ 34,957</b>	<b>£ 407,081</b>	<b>£ 34,957</b>	<b>£ 362,976</b>
<b>Charitable Activities</b>	<b>438,017</b>	<b>487,757</b>	<b>438,017</b>	<b>487,757</b>	<b>438,017</b>	<b>487,757</b>
<b>Support costs</b>	<b>3,172</b>	<b>40,614</b>	<b>3,172</b>	<b>40,614</b>	<b>3,172</b>	<b>40,614</b>
<b>Dep'n costs</b>	<b>65,893</b>	<b>34,522</b>	<b>65,893</b>	<b>34,522</b>	<b>65,893</b>	<b>34,522</b>
<b>Direct costs</b>	<b>80,676</b>	<b>80,676</b>	<b>80,676</b>	<b>80,676</b>	<b>80,676</b>	<b>80,676</b>
<b>Staff costs</b>	<b>407,081</b>	<b>407,081</b>	<b>407,081</b>	<b>407,081</b>	<b>407,081</b>	<b>407,081</b>
<b>Charitable activities</b>	<b>372,124</b>	<b>372,124</b>	<b>372,124</b>	<b>372,124</b>	<b>372,124</b>	<b>372,124</b>
<b>Raising funds</b>	<b>34,957</b>	<b>34,957</b>	<b>34,957</b>	<b>34,957</b>	<b>34,957</b>	<b>34,957</b>
<b>Total</b>	<b>£ 60,929</b>	<b>£ 55,832</b>	<b>£ 60,929</b>	<b>£ 55,832</b>	<b>£ 60,929</b>	<b>£ 55,832</b>
<b>Total</b>	<b>302,047</b>	<b>475,711</b>	<b>302,047</b>	<b>475,711</b>	<b>302,047</b>	<b>475,711</b>
<b>Total</b>	<b>362,976</b>	<b>531,543</b>	<b>362,976</b>	<b>531,543</b>	<b>362,976</b>	<b>531,543</b>

## Notes to the Financial Statements

### 4. Total expenditure (continued)

	Charitable Activities		Raising Funds		Support costs	
	2022	2021	2022	2021	2022	2021
Accountancy	1,135	771	170	171		
Insurance	1,195	966	179	179		
IT costs	5,054	3,836	758	758		
Office, stationery & postage	5,402	3,660	810	810		
Rent	21,552	18,727	3,233	3,233		
Subscriptions	1,255	854	189	189		
Telephone	3,263	2,886	489	489		
Governance costs:						
- Independent Examination	1,758	1,704	264	264		
Depreciation	3,172	1,566	-	-		
<b>Total</b>	<b>43,786</b>	<b>34,970</b>	<b>37,694</b>	<b>37,694</b>		

During the year the charity received the benefit of assistance with a donor database from Salesforce. The database has been valued at its value in use to the charity of £3,780 (2021: £3,780). This is considered to be a direct cost of charitable activities.

The charity benefited from pro bono web services from Sigma Consulting Solutions. The value of services provided was £29,500 (2021: £29,500). The charity has valued this at its value in use to the charity of £10,000 (2021: £10,000). This is considered to be a direct cost of charitable activities.

### 5. Net income/(expenditure)

	2022	2021
The net income/(expenditure) for the year is stated after charging:		
Depreciation of tangible fixed assets	3,172	1,566
Independent examination (Myrus Smith Chartered Accountants)	1,758	1,704

## Notes to the Financial Statements

### 6. Staff costs and emoluments

	2022	2021
Wages and salaries	361,245	263,732
National insurance	31,467	22,076
Pension costs	14,369	10,530
	<u>407,081</u>	<u>296,338</u>

The average number of staff employed by the charity during the year

Headcount	2022	2021
	<u>12.1</u>	<u>8.6</u>

One employee would have received employee benefits (excluding employer pension costs) in the range of £60,000 - £70,000 if the employee had worked full year (2021: nil).

One employee would have received employee benefits (excluding employer pension costs) in the range of £70,000 - £80,000 if the employee had worked full year (2021: one).

Total remuneration of key management personnel in the year was as follows:

	2022	2021
Aggregate compensation	£ 74,097	£ 78,101

Under FRS 102, employee benefits include gross salary, benefits in kind, employer's national insurance and employer pension costs.

## Notes to the Financial Statements

### 7. Tangible assets

	Computer equipment	Office equipment	Total
<b>Cost</b>			
As at 1 September 2021	17,721	2,187	19,908
Additions	4,227	-	4,227
As at 31 August 2022	21,948	2,187	24,135
<b>Accumulated depreciation</b>			
As at 1 September 2021	15,725	1,929	17,654
Charge for the year	3,043	129	3,172
As at 31 August 2022	18,768	2,058	20,826
<b>Net book value</b>			
As at 31 August 2022	3,180	129	3,309
As at 1 September 2021	1,996	258	2,254

All fixed assets are used for charitable purposes.

### 8. Debtors

Accounts receivable  
Other debtors

Prepayments and accrued income

	2022	2021
	£ 64,813	£ 2,625
	3,000	3,000
	70,069	6,691
	<u>137,882</u>	<u>12,316</u>

## Notes to the Financial Statements

	2022	2021
<b>9. Creditors</b>		
Amounts falling due within one year:		
Accounts payable	5,282	867
Accruals	9,899	10,327
Deferred income (note 10)	3,630	50,000
Payroll due to staff	34	34
PAYE payable	12,441	6,753
Pensions payable	2,724	1,490
	<u>34,010</u>	<u>69,471</u>
<b>10. Deferred income</b>		
Opening balance	50,000	4,150
Deferred income received in the year	3,630	50,000
Amounts released	(50,000)	(4,150)
Balance carried forward	<u>3,630</u>	<u>50,000</u>

Deferred income in 2022 is funding received in advance for specific events. Deferred income in 2021 was funding received in advance from a corporate donor.

## Notes to the Financial Statements

## 11. Funds of the charity

	At 1 September 2021	Income	Expenditure	Transfers	At 31 August 2022
	£	£	£	£	£
<b>Restricted</b>					
Student workshops	26,000	-	(26,337)	337	-
- North East hub					
- Hammersmith & Fulham	1,000	-	(1,000)	-	-
- Westminster	-	175	-	-	175
- South Westminster	-	-	-	-	-
- North West hub	-	-	-	-	-
Department for Education	-	220,466	(220,466)	-	-
Lego	15,000	25,000	(17,229)	-	22,771
LGBT Futures Fund	-	-	-	-	-
T.K. Maxx and Homesense Foundation	-	20,000	(20,000)	-	-
M&G Community Fund	1,600	-	(1,600)	-	-
Westminster Foundation	8,288	10,000	(8,777)	-	9,511
London Community Response Fund	-	-	450	-	450
Born to be Proud	6,180	-	(6,180)	-	-
<b>Total restricted</b>	<b>58,068</b>	<b>275,641</b>	<b>(301,139)</b>	<b>337</b>	<b>32,907</b>
<b>Unrestricted</b>					
General funds	231,244	238,005	(227,232)	(4,564)	237,453
Designated funds:					
Fixed assets	2,254	-	(3,172)	4,227	3,309
<b>Total unrestricted</b>	<b>233,498</b>	<b>238,005</b>	<b>(230,404)</b>	<b>(337)</b>	<b>240,762</b>
<b>Total funds</b>	<b>291,566</b>	<b>513,646</b>	<b>(531,543)</b>	<b>-</b>	<b>273,669</b>

**Restricted funds:** are created from funds received in the form of grants and sponsorship for the delivery of services to specific geographical areas or for specific projects.

**Unrestricted funds:** the net book value of the fixed assets has been designated as it does not form part of the free reserves of the charity.

Notes to the Financial Statements

11. Funds of the charity (continued)

	At 1 September 2020	Income	Expenditure	Transfers	At 31 August 2021
	£	£	£	£	£
<b>Restricted</b>					
Student workshops	8,495	32,000	(14,495)	-	26,000
- North East hub	1,000	-	-	-	1,000
- Hammersmith & Fulham	(1,718)	1,718	-	-	-
- Westminster	1,193	-	(1,193)	-	-
- South Westminster	9,030	-	(9,030)	-	-
- North West hub	-	15,000	-	-	15,000
Lego	-	9,773	(9,773)	-	-
LGBT Futures Fund	897	-	(897)	-	-
Homese Foundation	-	2,395	(795)	-	1,600
M&G Community Fund	9,950	-	(1,662)	-	8,288
Westminster Foundation	23,742	-	(23,742)	-	-
London Community Response Fund	18,500	-	(12,320)	-	6,180
Born to be Proud	71,089	60,886	(73,907)	-	58,068
<b>Total restricted</b>	<b>191,820</b>	<b>327,752</b>	<b>(287,503)</b>	<b>(825)</b>	<b>231,244</b>
<b>Unrestricted</b>					
General funds	2,995	-	(1,566)	825	2,254
Designated funds:					
Fixed assets	194,815	327,752	(289,069)	-	233,498
<b>Total unrestricted</b>	<b>265,904</b>	<b>388,638</b>	<b>(362,976)</b>	<b>-</b>	<b>291,566</b>
<b>Total funds</b>					

**Restricted funds:** are created from funds received in the form of grants and sponsorship for the delivery of services to specific geographical areas or for specific projects.

**Unrestricted funds:** the net book value of the fixed assets has been designated as it does not form part of the free reserves of the charity.

## Notes to the Financial Statements

12. Other financial commitments

At 31 August 2022, the charity had outstanding commitments in relation to land and buildings for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022	2021
Within one year	£ 10,776	£ 16,164

### 13. Related party transactions

The charity did not receive any donations from related parties that require disclosure (2021: none). The aggregate amount of all donations received from related parties was £2,640 (2021: £3,456).

### 14. Trustee remuneration

No Trustees during the year were reimbursed for travel expenses relating to the charity (2021: none).

No other Trustee, nor any person connected with them, has received, or is due to receive, any remuneration for the year, nor obtained any financial benefit, directly or indirectly from the charity's funds (2021: none).

### 15. Company limited by guarantee

Every member of the company has undertaken to pay such an amount as may be required, not exceeding £10, towards the charitable company's assets on a winding up.

## Notes to the Financial Statements

### 16. Comparative Information

	Unrestricted Funds	Restricted Funds	2021
	£	£	£
<b>Income from:</b>			
Donations and legacies	273,955	60,886	334,841
Charitable activities	-	-	43,000
- Contributions from schools	43,000	-	-
Other trading activities	10,797	-	10,797
<b>Total income</b>	<b>327,752</b>	<b>60,886</b>	<b>388,638</b>
<b>Expenditure on:</b>			
Raising funds	60,929	-	60,929
Charitable activities	228,140	73,907	302,047
<b>Total expenditure</b>	<b>289,069</b>	<b>73,907</b>	<b>362,976</b>
<b>Net income/(expenditure)</b>	<b>38,683</b>	<b>(13,021)</b>	<b>25,662</b>
Transfer between funds	-	-	-
Funds brought forward	194,815	71,089	265,904
<b>Fund balances carried forward</b>	<b>233,498</b>	<b>58,068</b>	<b>291,566</b>

### 17. Analysis of net assets between funds

	Fixed assets	Current assets	Current liabilities	Net assets
	£	£	£	£
<b>2022</b>				
Unrestricted funds	-	271,463	(34,010)	237,453
Designated funds	3,309	-	-	3,309
Restricted funds	-	32,907	-	32,907
<b>At 31 August 2022</b>	<b>3,309</b>	<b>304,370</b>	<b>(34,010)</b>	<b>273,669</b>

Notes to the Financial Statements

17. Analysis of net assets between funds (continued)

Comparative information for the analysis of net assets between funds is as follows:

2021	Unrestricted funds	Designated funds	Restricted funds	At 31 August 2021
Fixed assets	£	2,254	-	2,254
Current assets	£	300,715	58,068	358,783
Current liabilities	£	(69,471)	-	(69,471)
Net assets	£	231,244	2,254	291,566

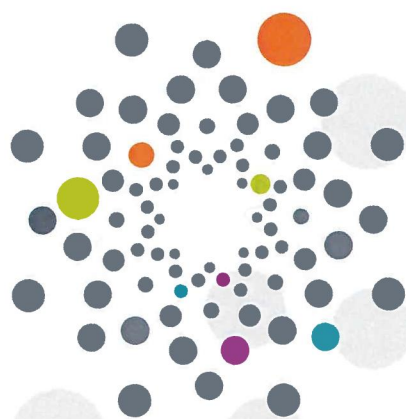
**DIVERSITY ROLE MODELS**

England & Wales - Charity number 1142548

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# Accounts

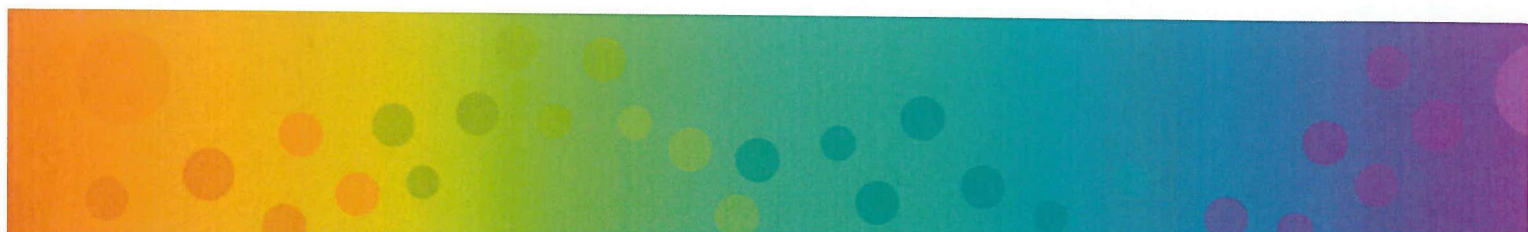
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# Diversity Role Models

Embracing difference, ending bullying

**Annual Report and Financial Statements**  
for the year ended 31 August 2021



## Diversity Role Models

### Annual Report and Accounts for the year ended 31 August 2021

Company Limited by Guarantee  
Registration Number  
07640644 (England and Wales)

Charity Registration Number  
1142548

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## Preface

As with many charitable organisations, 2020/21 was a further year of change, uncertainty and challenges. Through the tireless dedication of our staff and volunteers, DRM has been able to take the learnings from the early stage of the pandemic to pivot our operating model and ultimately deliver success for young people in schools through our role model programme. We end this financial year in a solid and optimistic position and are well placed for the future and the opportunities to become a stronger and increase our reach further.

We continued to adapt to the new school delivery environment, with schools reopening and then subsequently closing again in early 2021. Digital delivery and a fantastically flexible team of staff and volunteers allowed us to reach schools even in the face of last minute changes and cancellations due to staffing issues at schools or localised outbreaks seeing non-essential visitors to schools restricted. We delivered sessions to the same number of schools this year as in the 2018/19 year, although to fewer beneficiaries as a result of pupil absences and limits on assembly numbers.

Within the year we have been able to return to the office in a flexible manner. DRM continued to participate in the Government's Coronavirus Job Retention Scheme where it remained a necessary solution. We continue to recognise how challenging it has been for members of the team who were furloughed. Their contribution has been pivotal in enabling DRM to re-establish our strong foundation and prepare for reaching more beneficiaries in the post-pandemic recovery period. DRM has also had some staff changes, with both Will Fletcher and Adam McCann leaving the charity after the year end. Their support over the years has been invaluable and we wish them luck in their future endeavours, which will include them returning to DRM as volunteers. We were delighted when we were able to bring all colleagues back from furlough and have welcomed new members to the DRM team. We are now at a full complement of staff including a new leadership team in Matt Garvey joining as CEO, and Sophie Mangara as COO after the year end.

At the start of the first national lockdown we held six months of reserves. However, we had no indication how long schools would remain closed, how long the furlough scheme would last or if our financial supporters would continue their contributions. With the deep relationships we have built with corporates and donors, who passionately believe in our cause, our fundraising efforts remained strong and we are grateful for that continued dedication from our partners during this difficult period. This support, in addition to our success in grant applications, is reflected in this set of accounts.

We are excited about the year ahead. We have a solid financial foundation and are encouraged that educational centres ways of working are normalizing as the UK moves through the next stages of the COVID-19 pandemic. Shortly after the year end DRM were successful in winning a substantial project for the Department of Education, which will transform the size and shape of the charity and bring anti-bullying content to a wider school audience.

### **Diversity Role Models**

Date: 24 May 2022



## Report of the Directors for the year ended 31 August 2021

The Trustees, who are also Directors of the company for the purposes of the Companies Act 2006, present their report and financial statements of the charity for the year ended 31 August 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) issued in October 2019.

On 23 February 2021, a general meeting of the charity approved amendments to its charitable objects and certain administrative alterations to its Articles of Association. Pursuant to Section 198 of Part 10 of the Charities Act 2011, the amendment of its charitable objects was considered a regulated alteration requiring prior written approval from the Charities Commission. Formal written consent to amend the charitable objects was received from the Charities Commission on 21 December 2020. All references in this document to the charitable objects or Articles of Association of the charity refer to the amended versions approved by the general meeting on 23 February 2021.

### Objectives and activities

Diversity Role Models' charitable objects are specifically restricted, in each case, to the promotion of equality and diversity for the public benefit by:

1. the elimination of discrimination on the grounds of sexual orientation and gender identity in educational institutions;
2. advancing education and raising awareness in equality, diversity and inclusion; and
3. promoting activities to foster understanding between people from diverse backgrounds.

### Key activities of Diversity Role Models

Diversity Role Models have a vision of a world where everybody embraces diversity and can thrive. We create an LGBT+ inclusive environment where students are empowered to embrace difference and end bullying. We embed inclusion and build empathy through education and role model storytelling.

Diversity Role Models deliver workshops to students in primary and secondary schools and colleges. The classroom-based workshops are safe spaces where students can explore difference and consider their role in creating a world where we all feel accepted. To ensure sustained change we supplement student workshops with training staff, governors and parents/carers.



## Achievements and performance

### Service delivery

- **School engagement and beneficiaries:** despite the ongoing impact of COVID-19 in the academic year from September 2020-July 2021 we were pleased to have reached the same number of schools as we did in 2019. The Autumn and Spring terms in particular were impacted by school closures, school staffing issues, schools cancelling non-essential visitors and outbreaks in classrooms. Much of our delivery pivoted to a digital delivery model, allowing us to reach people anywhere in the country, which were particularly popular for staff sessions. In addition to the above, staff/student isolation meant we had fewer attendees in sessions and delivery in newer geographies for DRM to smaller schools (such as in the North East of England) saw us deliver to smaller numbers in sessions, reflected in our reduction in average beneficiaries per school and total beneficiary numbers.

Our delivery and beneficiaries are further broken down in the sections below.

	2021	2020	2019	2018
<b>Schools</b>	147	89	147	121
<b>Total beneficiaries</b>	10,553	15,164	18,613	20,337
<b>Avg. beneficiaries per school</b>	72	170	127	168

- **Student workshop programme:** Disruption to learning led to an increased focus amongst schools on 'catching up' on the core curriculum and a hesitancy to book digital student sessions, compared to staff sessions, reduced our student workshop numbers this year. However, our digital delivery model allowed us to continue to deliver even when visitors were not allowed on site. To reach more students and increase our influence on the wider sector we also focused on creating digital resources (Role Model Stories, Assembly and Classroom Workshop) and writing our Pathways to LGBT+ Inclusion Report. This year we continue to deliver digitally as well as returning in person, focusing our work on increasing the numbers of schools and students we reach.

	2021	2020	2019	2018
<b>Workshops</b>	224	394	619	654
<b>Students</b>	9,093	12,166	17,182	19,003

- **School staff and governor training programme:** The academic year 2019/20 saw us increase the number of staff/governor sessions as part of a Government Equalities Office funded project. We maintained a high level of staff delivery this year, higher than 2018/19, due to our digital delivery model. We expect this to grow again this year as digital delivery continues alongside a reduction in Covid disruption and the delivery of a Department for Education funded project that has a staff training focus. Delivery for that project began in January 2022.

	2021	2020	2019	2018
<b>Sessions</b>	56	140	43	46
<b>Staff/governors</b>	1,495	2,935	1,109	1,264

- **Parent and carer workshop programme:** due to the impact of COVID-19 we also saw a decrease in our parent and carer programme with schools struggling to engage parents or bring them on site for workshops.

	2021	2020	2019	2018
Sessions	0	3	8	3
Parents/carers	0	63	322	70

### Donors

The Trustees would like to thank all of those who have financially supported DRM's work during the year:

- **Corporate donors:** we have received continued support from a range of businesses, both in terms of financial contributions and gifts in kind (from hosting fundraising events and providing training space through to the provision of a CRM database and website development). These supporters include: Allen & Overy, Arnold Clark, Aviva, Associated British Foods, Bain Capital, Barings, Bloomberg, Blue Yonder, BP, Clifford Chance Global Foundation, Deloitte LLP, Deutsche Bank, George at ASDA, LEGO Group, Mastercard, McKinsey & Company, M&G Prudential, Outsavvy, The Phoenix Group, Reed Smith, RS Components, The Salesforce Foundation, Sigma, Sony, The Walt Disney Company, Westminster Foundation and Wood Group.
- **Charitable trusts and foundations:** we received grants from the following charitable trusts and foundations: The City Bridge Trust and The Westminster Foundation.
- **Government grants:** we received grants from Westminster City Council and the Coronavirus Job Retention Scheme.
- **Individual donors:** we continue to receive support from a number of individuals who continue to donate to us either directly, or through sponsored events.

### Staff and volunteers

- **Support from volunteers:** the Trustees would like to extend a huge thank you to all DRM volunteers, without whom our services would not be possible. They are the backbone of our organisation and their time spent telling their stories in schools is what makes our work so impactful. Volunteers are a vital part of our programme delivery. We ended the year with 183 volunteer role models (2020: 459) and 35 volunteer facilitators (2020: 34). In support of our service delivery, our volunteers gave an estimated 824 (2020: 1,314) hours of their time.

During the period we are also grateful to have received operational support (either virtually or in the DRM office) from 5 volunteers (2020: 7).

- **Patrons:** we continue to be supported by high-profile patrons, and we are very grateful for everything they do for us.



- **Staff team:** as always we would like to thank our dedicated and hard-working staff team, in particular for their support and hard work throughout what has been a time of great uncertainty. We moved to a position of remote working only in March 2020, and staff have adapted to this extremely well in the circumstances. In order to ease this and to understand the stress and strain that the global pandemic is having on our staff, we have adopted a flexible approach to working so that staff can readily support their wellbeing as required. As of 31 August 2021, our office in London has reopened and all staff are working in a hybrid model.

We continued to make use of the coronavirus job retention scheme with some staff furloughed for at least some time during the financial year. Without the grant funds we have received from the coronavirus job retention scheme, we would have had a substantial deficit for the year, and would have needed to make difficult decisions about staffing levels. With this in mind, we thank our staff for being supportive and understanding of our decisions to furlough team members, and for working with us to support the organisation's financial stability as best we can.

### Future plans

Given the ongoing impact of COVID-19, our plans will particularly focus on continuing to adapt the organisation to best handle the changed circumstances. In particular we will:

- Continue the development new ways of providing support to schools, that recognise the unique challenges and impact that the global pandemic has had on the education sector. We will develop new, virtual versions of our main delivery content. This will enable delivery to schools to continue in an environment where in person delivery in schools remains challenging, and give us new ways of delivering to schools we would not normally be able to reach after the pandemic;
- Continue to monitor the situation as regards COVID-19, including within education settings, and resume face-to-face work only when it is safe and practical to do so. After the conclusion of the pandemic we will have a key focus on regrowing our activity, first to match and then to begin exceeding levels seen prior to the pandemic. This will necessarily include a new focus on developing our approach for marketing our work to schools; and
- Utilise staff capacity that is freed up by a reduction in business as usual activities to focus on developing our organisational stability. In particular staff will work with volunteer support to improve the implementation of our Salesforce CRM database, finding new ways that we can use it to improve the efficiency and quality of our processes. This will help to make us more scalable so that we can grow our work after the pandemic.

### Ongoing impact of COVID-19 on activities

At the time of writing, we are resuming offering face-to-face work to schools although this still remains subject to change and cancellation based on staffing issues and COVID-19 outbreaks at schools. Although we did see a limited resumption of face-to-face work in the financial year, it was again halted.

Given the lack of face-to-face work during the COVID-19 pandemic, the digital methods of delivery as outlined above developed at the start of the pandemic have allowed us to continue delivering work.

During the year we intend to equip more of our volunteers to deliver this virtual work, so that we can appropriately scale it up.

We do not currently expect that our activities will return to normal until September 2022 at the earliest.

## Financial review

### Funds raised

Total income for the year was £388,638 (2020: £427,716); of which unrestricted income was £327,752 (2020: £321,350) and restricted income was £60,886 (2020: £106,366).

### Expenditure

Total expenditure was £362,976 (2020: £418,228); of which unrestricted expenditure was £289,069 (2020: £320,058) and restricted expenditure was £73,907 (2020: £98,170).

This resulted in a surplus for the year of £25,662 (2020: £9,488).

### Reserves policy

DRM's reserves policy has been devised by analysing the charity's main financial obligations now, and in the future, the cost of reshaping the charity and the scale of risk to voluntary income in order to calculate a target sum of unrestricted funds to be held in reserve. Such a sum should be sufficient to ensure the continued operation of the charity in the medium term in the event of a drop in generated income.

The reserves policy contains a framework for regularly reviewing the free reserves level, with the frequency of review determined by the amount of free reserves held. This is to ensure that the Trustees continue to monitor and manage reserves effectively.

The target for 31 August 2021 was set at £202,800 in free reserves. At 31 August 2021, DRM held £231,244 in free reserves.

### Impact of COVID-19 on finances

COVID-19 has impacted on our finances, as it has impacted many organisations in a variety of different sectors. We wrote in our last annual report about operating in an environment which would remain challenging. This remains the case and the reserves of the charity have increased marginally.

This is partly because the organisation has been able to access several forms of support, including grants totalling £36,079 from the Coronavirus Job Retention Scheme and continued support from individuals and organisations. Without these forms of support, we would have operated a large deficit, and would have been required to take drastic measures to reduce our costs.

It clearly remains the case that there is widespread uncertainty in the UK and global economies. Given the magnitude of the support that we have so far accessed from the Coronavirus Job Retention



Scheme, we will have to adapt and obtain support from other sources in 2021/22 as this scheme has now ended. A key financial risk in the coming 18-24 months will be whether fundraising is able to grow fast enough to replace this government support.

However, we do continue to carry free reserves in line with our target. By continuing to hold this level of reserves, it has given the Trustees more flexibility to respond to the impact of COVID-19 on the organisation if and when required. Bearing this in mind, the Trustees have reviewed DRM's financial position for the next 12 months, and continue to be of the view that the organisation remains a going concern.

The Trustees remain cautious about the financial outlook for DRM over the next 12 months. We will continue to closely monitor the situation and take what action we can to limit the impact of COVID-19 on the organisation's finances, while also supporting our staff, volunteers and beneficiaries where this is possible.

## **Structure, governance and risk management**

### **Governing document**

DRM is a charitable company, limited by guarantee, incorporated on 19 May 2011, and registered as a charity on 23 June 2011.

The company was established under a Memorandum and Articles of Association, which established the objects and powers of the charitable company, and is currently governed by Articles of Association (most-recently amended on 23 February 2021).

### **Governance**

The charity is governed by its Trustees. The Trustees also act as the members of the charity and its corporate Directors for the purposes of the Companies Act 2006. The Articles of Association outline the powers, responsibilities and decision-making of the Trustees.

### **Recruitment and appointment of Trustees**

The process for appointing DRM's Trustees is set out in the Articles of Association. The minimum number of Trustees is five. The maximum number of Trustees is twelve.

New Trustees are appointed by the existing Trustees of the charity for terms not to exceed three years. Trustees may serve multiple terms. The maximum term of continual service for a Trustee is six consecutive years. A Trustee who has served for a maximum consecutive period allowed shall not be eligible for reappointment until one year has elapsed from the date of expiry of that Trustee's last term of service. The Trustees may appoint any person willing and fit to act as a Trustee and Director, subject to the provisions of the Articles of Association.

DRM conducts a regular skills, experience and diversity audit of Trustees. This audit identifies gaps in skills or under-representation of particular groups or communities and is fundamental to the recruitment process.

Applicants are invited to apply via an open recruitment process. They complete an application form, after which shortlisted applicants are interviewed by a panel comprised of existing Trustees and the Chief Executive Officer. This panel makes a recommendation to the Trustees, with suitable applicants nominated for selection.

### **Trustee induction and training**

Trustees are provided with a clear role description outlining their statutory and additional responsibilities as well as the Trustee code of conduct. Trustees are required to acquaint themselves with DRM's policies and procedures, strategic plan and budget, and its Articles of Association. Trustees are actively encouraged to take up relevant training and development to fulfil their role and responsibilities to DRM.

### **Organisational Structure and Decision Making**

The Trustees are responsible for the strategic direction of the charity and oversight of its work and finances.

The Trustees delegate day-to-day responsibility for the provision of services to the Chief Executive Officer. The Chief Executive Officer is responsible for ensuring the secure financial management and administration of the charity. Effective management and supervision of the staff team is the responsibility of the Chief Executive Officer.

### **Remuneration of Key Management Personnel**

The remuneration of the charity's key management personnel, the Chief Executive Officer, is set by the Board of Trustees, taking into account the charity's financial position and the amount paid for comparable roles in comparable organisations.

### **Risk assessment**

DRM regularly undertakes a detailed review and assessment of risks, financial and non-financial, to which it is exposed in its current activities. These have been developed into a formal Risk Management process.

The Trustees have considered a summary of all major risks and have ensured that effective systems and controls exist to reduce internal risks and respond swiftly to external risks and minimise their impact.

Risks are monitored continually by the management and reviewed regularly by the Trustees unless there are issues that need the Trustee's immediate attention.



## Reference and administrative details

**Charity Name:** Diversity Role Models  
**Charity Number:** 1142548  
**Company Number:** 07640644

**Principal and Registered Office:** St Anne's Church  
 55 Dean Street  
 London, W1D 6AF

**Chief Executive Officer:** Adam McCann (resigned 17 March 2022)  
 Matt Garvey (appointed 3 May 2022)

### Trustees and Directors:

The Trustees who served during the year, or who served at the time this report and financial statements were approved, who were also directors of the company were as follows:

ALI, Tamoor (Chair)	
BELCHER, Antonia Denise	
BHIMANI, Faheem	
BOSWORTH, Catherine Jane	
CROCKETT, Alice Fabienne Stuart	(Appointed on 2 September 2020, resigned on 28 October 2021)
DRENNEN, Christopher Glenn (Secretary)	(Appointed as Secretary on 22 July 2020)
FORD, James Nicholas	
HARVEY, Claire Louise	(Resigned on 10 November 2020)
MILLER-MCCAFFREY, Ann Susan	(Resigned on 18 May 2021)
PARSONS, Geffrye Ian	(Appointed on 2 September 2020)
SULLIVAN, Scott Jack	(Appointed on 2 September 2020)
TUNE, Christopher James (Treasurer)	(Appointed on 2 September 2020)

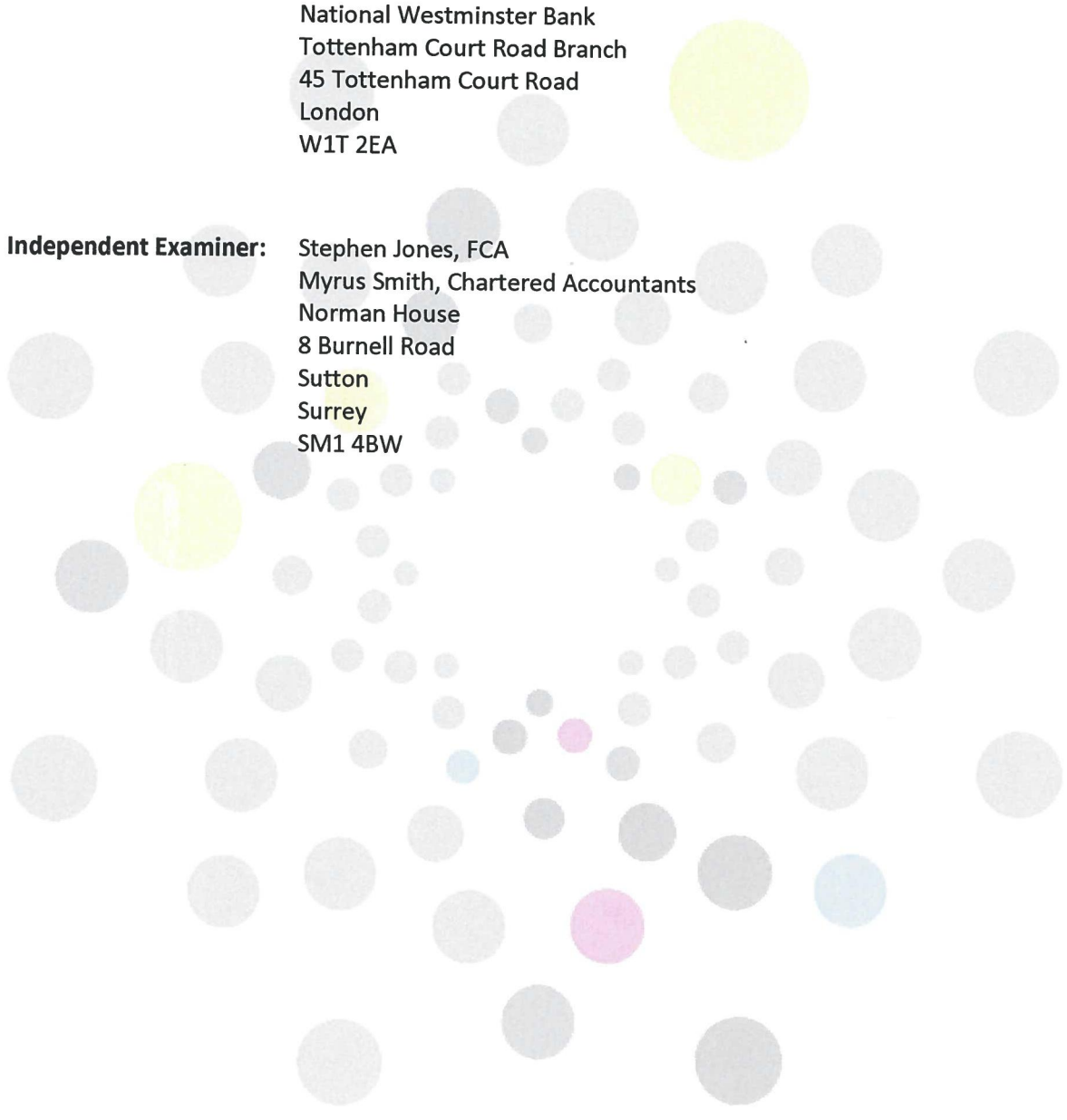
**Bankers:**

Lloyds Bank  
Kilburn Branch  
106 Kilburn High Road  
London  
NW6 4HY

National Westminster Bank  
Tottenham Court Road Branch  
45 Tottenham Court Road  
London  
W1T 2EA

**Independent Examiner:**

Stephen Jones, FCA  
Myrus Smith, Chartered Accountants  
Norman House  
8 Burnell Road  
Sutton  
Surrey  
SM1 4BW



## Statement of Trustees' and Directors' responsibilities

The Trustees, who are also Directors of Diversity Role Models for the purposes of company law, are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

Company law requires the Directors to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities' Statement of Recommended Practice 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Signed on behalf of the Trustees:**



Christopher Tune, Treasurer

Date: 24 May 2022

## Report of the Independent Examiner

### Independent Examiner's Report to the Trustees of Diversity Role Models

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 August 2021 which are set out on pages 15 to 30.

### Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

  
Stephen Jones, FCA

Date: 24 May 2022

Myrus Smith, Chartered Accountants  
Norman House, 8 Burnell Road, Sutton, Surrey, SM1 4BW



## Statement of Financial Activities

for the year ended 31 August 2021

	Notes	Unrestricted Funds £	Restricted Funds £	2021 £	2020 £
<b>Income from:</b>					
Donations and legacies	3	273,955	60,886	334,841	368,269
Charitable activities					
- Contributions from schools		43,000	-	43,000	45,150
Other trading activities		10,797	-	10,797	14,297
<b>Total income</b>		<b>327,752</b>	<b>60,886</b>	<b>388,638</b>	<b>427,716</b>
<b>Expenditure on:</b>					
Raising funds	4	60,929		60,929	51,083
Charitable activities	4	228,140	73,907	302,047	367,145
<b>Total expenditure</b>	<b>4</b>	<b>289,069</b>	<b>73,907</b>	<b>362,976</b>	<b>418,228</b>
<b>Net income/(expenditure)</b>		<b>38,683</b>	<b>(13,021)</b>	<b>25,662</b>	<b>9,488</b>
Transfer between funds		-	-	-	-
Funds brought forward	11	194,815	71,089	265,904	256,416
<b>Fund balances carried forward</b>	<b>11</b>	<b>233,498</b>	<b>58,068</b>	<b>291,566</b>	<b>265,904</b>

There are no recognised gains or losses other than those in the Statement of Financial Activities.

All the above amounts relate to continuing activities.

The notes on pages 17 to 30 form part of these financial statements.

**Balance Sheet**

As at 31 August 2021

	Notes	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	7	2,254	2,995
		<u>2,254</u>	<u>2,995</u>
<b>Current assets</b>			
Debtors	8	12,316	16,845
Cash at bank and in hand		346,467	270,026
		<u>358,783</u>	<u>286,871</u>
<b>Current liabilities</b>			
Creditors falling due within one year	9	(69,471)	(23,962)
<b>Net current assets</b>		<u>289,312</u>	<u>262,909</u>
<b>Total net assets</b>	17	<u>291,566</u>	<u>265,904</u>
<b>Funds</b>			
Unrestricted	11	233,498	194,815
Restricted	11	58,068	71,089
<b>Total funds</b>		<u>291,566</u>	<u>265,904</u>

For the year ended 31 August 2021 the company is exempt from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with s476.


The directors acknowledge their responsibilities for:

- ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The accompanying notes on pages 17 to 30 form an integral part of these financial statements.

The financial statements were approved by the Directors on 24 May 2022.

Christopher Tune, Treasurer  
Date 24 May 2022




## Notes to the Financial Statements

### 1. Accounting Policies

#### 1.1 Basis of preparation of the financial statements

Diversity Role Models is a registered charity and a private company, limited by guarantee and registered in England and Wales. The registered office of the company is given in the Reference and Administrative details on page 11.

The financial statements are prepared under the historical cost convention and include the results of the entity's operations which are described in the Trustees' Report and all of which are continuing.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Charities Act 2011, the Companies Act 2006 and the UK Generally Accepted Accounting Practice.

The charity constitutes a public benefit entity as defined by FRS102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

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

#### 1.2 Tangible fixed assets for use by the charity and depreciation

Tangible fixed assets for use by the charity are stated at cost less depreciation.

Depreciation is provided at rates calculated to write-off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Computer equipment	33.33% straight-line
Office equipment	20.00% straight-line

The charity does not capitalise individual expenditure items below £100.

#### 1.3 Income

Income from donations and grants is recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Income is shown gross, with the associated costs included in expenditure.

Voluntary help is invaluable to the charity. This cost has not been included in the financial statements since the monetary value cannot reasonably be quantified. During the year 183 (2020: 459) volunteers supported the charity, in addition to the Trustees, volunteering for an estimated 824 (2020: 1,314) hours in total. Further details of the contribution made by volunteers can be found in the Report of the Directors.



## Notes to the Financial Statements

### 1. Accounting Policies (continued)

#### 1.4 Expenditure

Liabilities are recognised as an expense as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Support costs are those costs incurred in running the charity and have been allocated to charitable activities and cost of generating funds on the basis of an estimate of the proportion of the charity's resources applied to each.

Governance costs, included within support costs, are those costs of running the charity as a legal entity.

#### 1.5 Taxation

The charity is exempt from corporation tax on its charitable activities.

#### 1.6 Gifts in kind

Income in the form of gifts in kind is included in the Statement of Financial Activities at its estimated gross value to the charity. The current value is the price that the charity reasonably estimates it would have to pay in the open market for an equivalent item or service. An equivalent amount of gifts in kind is included in expenditure.

#### 1.7 Funds structure

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor.

Unrestricted funds comprise those funds which the Trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the Directors, at their discretion, have created a fund for a specific purpose.

#### 1.8 VAT

Where appropriate, expenditure includes irrecoverable value added tax.

#### 1.9 Pensions costs

The charity auto-enrols all eligible employees into a workplace pension scheme. Staff can choose to opt out of this and have the charity pay into a personal pension plan on their behalf instead. The charity will match pension contributions up to 4%.

#### 1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, and bank overdrafts.



## Notes to the Financial Statements

### 1. Accounting Policies (continued)

#### 1.11 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all of its financial instruments.

#### 1.12 Government grants

The charity received Government support through Coronavirus Job Retention Scheme which is accounted for on an accrual model.

#### 1.13 Leases

Operating lease rentals are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

### 2. Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3. Income from donations and legacies

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
Grants	77,329	60,791	138,120	142,039
Donations	182,846	95	182,941	190,206
Major DRM events	-	-	-	22,244
Gifts in kind	13,780	-	13,780	13,780
	<u>273,955</u>	<u>60,886</u>	<u>334,841</u>	<u>368,269</u>

2021 Grants includes an amount of £0 received from the Government Equalities Office for a project working with staff in schools around homophobic, biphobic and transphobic bullying (2020: £30,026), an amount of £1,718 received from Westminster Council for working in Westminster schools (2020: £1,718) and £36,079 received from the Coronavirus Job Retention Scheme (2020: £54,173).

## Notes to the Financial Statements

### 4. Total expenditure

	Direct costs £	Support costs £	Total 2021 £	Total 2020 £
Raising funds	55,918	5,011	60,929	51,083
Charitable activities	272,088	29,959	302,047	367,145
	<u>328,006</u>	<u>34,970</u>	<u>362,976</u>	<u>418,228</u>
<b>Direct costs</b>				
	Raising Funds £	Charitable activities £	Total 2021 £	Total 2020 £
Staff costs	43,637	252,701	296,338	344,096
Advertising and marketing	-	-	-	15
Gala event	-	-	-	9,640
Other fundraising costs	12,281	-	12,281	3,869
Corporate delivery – facilitators	-	-	-	1,090
Miscellaneous costs	-	35	35	35
Miscellaneous staff costs	-	967	967	2,350
Monitoring and evaluation	-	3,780	3,780	3,780
Recruitment	-	413	413	-
Schools delivery				
- Advertising and marketing (Schools delivery)	-	97	97	100
- Facilitators	-	-	-	1,470
- Travel & subsistence	-	704	704	3,834
- Other delivery costs	-	2,927	2,927	590
Staff training	-	-	-	1,075
Travel & subsistence (non-delivery)	-	421	421	5,772
Volunteer expenses (non-delivery)	-	43	43	404
Web services	-	10,000	10,000	10,000
	<u>55,918</u>	<u>272,088</u>	<u>328,006</u>	<u>388,120</u>

## Notes to the Financial Statements

### 4. Total expenditure (continued)

Support costs	Raising funds	Charitable activities	Total 2021	Total 2020
	£	£	£	£
Depreciation	-	1,566	1,566	1,670
Accountancy	116	655	771	1,045
Legal costs	-	-	-	180
Insurance	145	821	966	910
IT costs	575	3,261	3,836	3,966
Office, stationery and postage	549	3,111	3,660	4,776
Rent	2,809	15,918	18,727	12,596
Subscriptions	128	726	854	640
Telephone	433	2,453	2,886	2,621
Governance costs				
- Independent Examination	256	1,448	1,704	1,704
	<u>5,011</u>	<u>29,959</u>	<u>34,970</u>	<u>30,108</u>
	<u><u>60,929</u></u>	<u><u>302,047</u></u>	<u><u>362,976</u></u>	<u><u>418,228</u></u>

During the year the charity received the benefit of assistance with a donor database from Salesforce. The database has been valued at its value in use to the charity of £3,780 (2020: £3,780). This is considered to be a direct cost of charitable activities.

The charity benefited from pro bono web services from Sigma Consulting Solutions. The value of services provided was £29,500 (2020: £29,500). The charity has valued this at its value in use to the charity of £10,000 (2020: £10,000). This is considered to be a direct cost of charitable activities.

### 5. Net income/(expenditure)

	2021	2020
	£	£
The net income/(expenditure) for the year is stated after charging:		
Depreciation of tangible fixed assets	1,566	1,670
Independent examination	1,704	1,704

## Notes to the Financial Statements

### 6. Staff costs and emoluments

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Wages and salaries	263,732	306,609
National insurance	22,076	25,322
Pension costs	10,530	12,165
	<u>296,338</u>	<u>344,096</u>

	<b>2021</b>	<b>2020</b>
	<b>Headcount</b>	<b>Headcount</b>
The average number of staff employed by the charity during the year	<u>8.6</u>	<u>9.8</u>

One employee received employee benefits (excluding employer pension costs) in the range of £60,000 - £70,000 during the year (2020: one).

Total remuneration of key management personnel in the year was as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Aggregate compensation	78,101	76,902

Under FRS 102, employee benefits include gross salary, benefits in kind, employer's national insurance and employer pension costs.



## Notes to the Financial Statements

### 7. Tangible assets

	Computer equipment £	Office equipment £	Total £
<b>Cost</b>			
As at 1 September 2020	16,896	2,187	19,083
Additions	825	-	825
As at 31 August 2021	<u>17,721</u>	<u>2,187</u>	<u>19,908</u>
<b>Accumulated depreciation</b>			
As at 1 September 2020	14,340	1,748	16,088
Charge for the year	1,385	181	1,566
As at 31 August 2021	<u>15,725</u>	<u>1,929</u>	<u>17,654</u>
<b>Net book value</b>			
As at 31 August 2021	<u>1,996</u>	<u>258</u>	<u>2,254</u>
As at 31 August 2020	<u>2,556</u>	<u>439</u>	<u>2,995</u>

All fixed assets are used for charitable purposes.

### 8. Debtors

	2021 £	2020 £
Accounts receivable	2,625	840
Other debtors	3,000	3,000
Prepayments and accrued income	6,691	13,005
	<u>12,316</u>	<u>16,845</u>



## Notes to the Financial Statements

### 9. Creditors

	2021 £	2020 £
Amounts falling due within one year:		
Accounts payable	867	602
Accruals	10,327	10,776
Deferred income (note 10)	50,000	4,150
Payroll due to staff	34	34
PAYE payable	6,753	6,835
Pensions payable	1,490	1,565
	<u>69,471</u>	<u>23,962</u>

### 10. Deferred income

	2021 £	2020 £
Opening balance	4,150	150
Deferred income received in the year	50,000	9,150
Amounts released	(4,150)	(5,150)
Balance carried forward	<u>50,000</u>	<u>4,150</u>

Deferred income in 2021 is funding received in advance from a corporate donor.



## Notes to the Financial Statements

### 11. Funds of the charity

	At 1 September 2020 £	Income £	Expenditure £	Transfers £	At 31 August 2021 £
<b>Restricted</b>					
Student workshops					
- North East hub	8,495	32,000	(14,495)	-	26,000
- Hammersmith & Fulham	1,000	-	-	-	1,000
- Westminster	(1,718)	1,718	-	-	-
- South Westminster	1,193	-	(1,193)	-	-
- North West hub	9,030	-	(9,030)	-	-
Lego	-	15,000	-	-	15,000
LGBT Futures Fund	-	9,773	(9,773)	-	-
T.K. Maxx and Homesense Foundation	897	-	(897)	-	-
M&G Community Fund	-	2,395	(795)	-	1,600
Westminster Foundation	9,950	-	(1,662)	-	8,288
London Community Response Fund	23,742	-	(23,742)	-	-
Born to be Proud	18,500	-	(12,320)	-	6,180
<b>Total restricted</b>	<b>71,089</b>	<b>60,886</b>	<b>(73,907)</b>	<b>-</b>	<b>58,068</b>
<b>Unrestricted</b>					
General funds	191,820	327,752	(287,503)	(825)	231,244
Designated funds					
Fixed assets	2,995	-	(1,566)	825	2,254
<b>Total unrestricted</b>	<b>194,815</b>	<b>327,752</b>	<b>(289,069)</b>	<b>-</b>	<b>233,498</b>
<b>Total funds</b>	<b>265,904</b>	<b>388,638</b>	<b>(362,976)</b>	<b>-</b>	<b>291,566</b>



## Notes to the Financial Statements

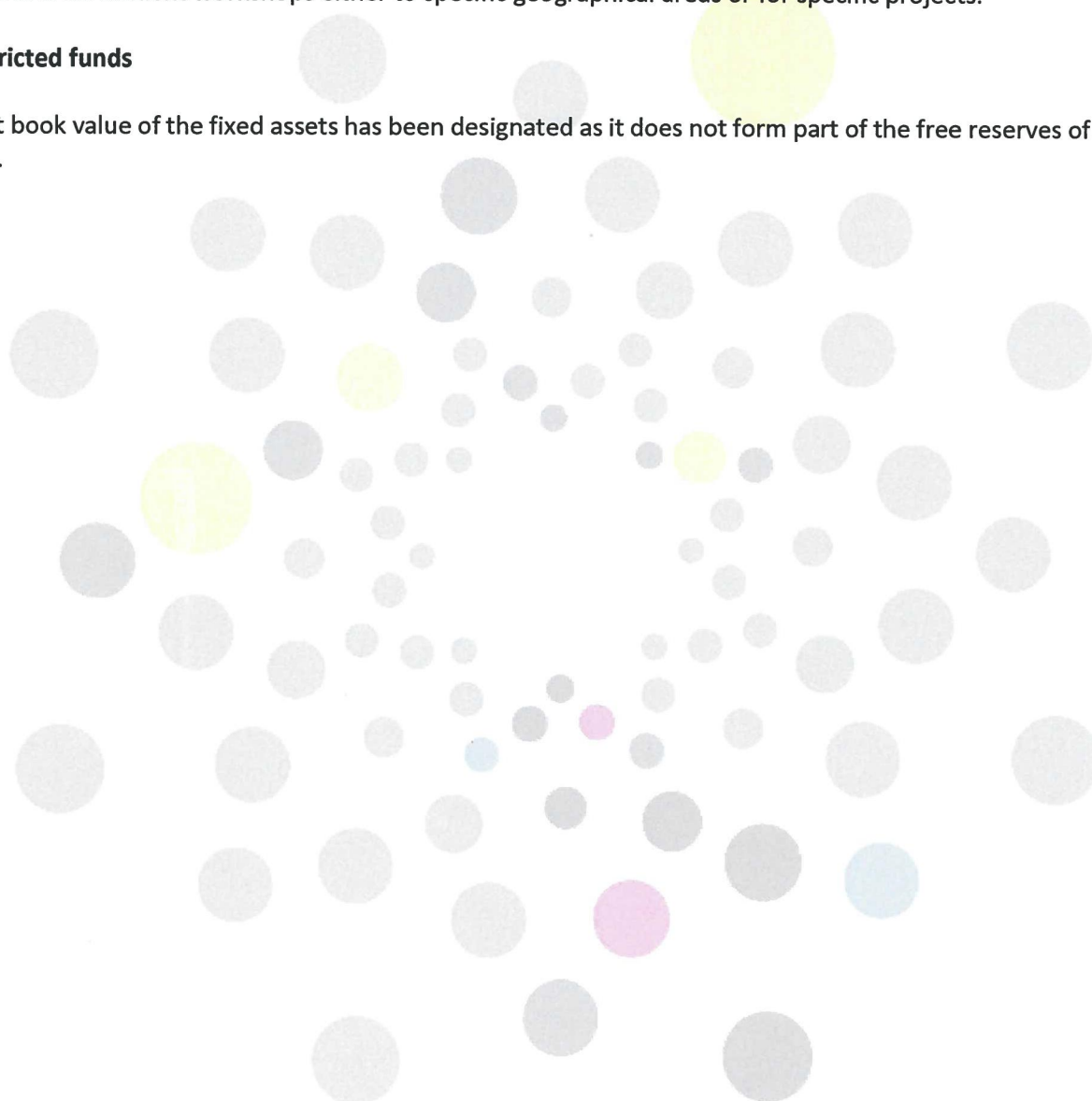
### 11. Funds of the charity (continued)

#### Restricted funds

All restricted funds are created from funds received in the form of grants and sponsorship for the delivery of services and for student workshops either to specific geographical areas or for specific projects.

#### Unrestricted funds

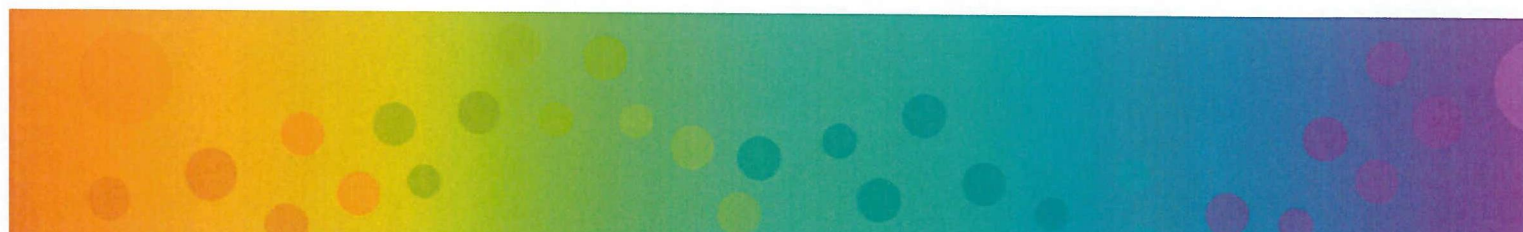
The net book value of the fixed assets has been designated as it does not form part of the free reserves of the charity.



## Notes to the Financial Statements

## 11. Funds of the charity (continued)

	At 1 September 2019 £	Income £	Expenditure £	Transfers £	At 31 August 2020 £
<b>Restricted</b>					
Student workshops					
- Lewisham	1,500	-	(1,500)	-	-
- North East hub	22,693	-	(14,198)	-	8,495
- Interserve	2,175	-	-	(2,175)	-
- Hammersmith & Fulham	1,000	-	-	-	1,000
- Westminster	-	-	(1,718)	-	(1,718)
- South Westminster	1,193	-	-	-	1,193
- North West hub	-	17,945	(8,915)	-	9,030
Charles Lewis Foundation	1,400	-	(1,408)	8	-
T.K. Maxx and Homesense Foundation	1,897	-	(1,000)	-	897
Government Equalities Office	33,145	30,026	(63,228)	57	-
Westminster Foundation	-	9,950	-	-	9,950
London Community Response Fund	-	29,945	(6,203)	-	23,742
Born to be Proud	-	18,500	-	-	18,500
<b>Total restricted</b>	<b>65,003</b>	<b>106,366</b>	<b>(98,170)</b>	<b>(2,110)</b>	<b>71,089</b>
<b>Unrestricted</b>					
General funds	190,583	321,350	(318,388)	(1,724)	191,820
Designated funds					
Fixed assets	830	-	(1,670)	3,834	2,995
<b>Total unrestricted</b>	<b>191,413</b>	<b>321,350</b>	<b>(320,058)</b>	<b>2,110</b>	<b>194,815</b>
<b>Total funds</b>	<b>256,416</b>	<b>427,716</b>	<b>(418,228)</b>	<b>-</b>	<b>265,904</b>



## Notes to the Financial Statements

### 12. Other financial commitments

At 31 August 2021, the charity had outstanding commitments in relation to land and buildings for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021	2020
	£	£
Within one year	16,164	14,841
Between 2 and 5 years	-	-
In over 5 years	-	-
	<u>          </u>	<u>          </u>

### 13. Related party transactions

The charity did not receive any donations from related parties that require disclosure (2020: none). The aggregate amount of all donations received from related parties was £3,456 (2020: £5,056).

Emma Miller-McCaffrey, the wife of Ann Miller-McCaffrey, has been employed by the charity as Community Engagement Manager since 26 February 2018. For this she received total remuneration of £33,189 in the current year, inclusive of salary, employer's national insurance and pension contributions (2020: £31,592).

### 14. Trustee remuneration

No Trustees during the year were reimbursed for travel expenses relating to the charity (2020: none).

No other Trustee, nor any person connected with them, has received, or is due to receive, any remuneration for the year, nor obtained any financial benefit, directly or indirectly from the charity's funds (2020: none).

### 15. Company limited by guarantee

Every member of the company has undertaken to pay such an amount as may be required, not exceeding £10, towards the charitable company's assets on a winding up.



## Notes to the Financial Statements

### 16. Comparative information

	Unrestricted Funds £	Restricted Funds £	2020 £
<b>Income from:</b>			
Donations and legacies	261,903	106,366	368,269
Charitable activities			
- Contributions from schools	45,150	-	45,150
Other trading activities	14,297	-	14,297
	<hr/>	<hr/>	<hr/>
<b>Total income</b>	321,350	106,366	427,716
<b>Expenditure on:</b>			
Raising funds	51,083	-	51,083
Charitable activities	268,975	98,170	367,145
	<hr/>	<hr/>	<hr/>
<b>Total expenditure</b>	320,058	98,170	418,228
	<hr/>	<hr/>	<hr/>
<b>Net income/(expenditure)</b>	1,292	8,196	9,488
Transfer between funds	2,110	(2,110)	-
Funds brought forward	191,413	65,003	256,416
	<hr/>	<hr/>	<hr/>
<b>Fund balances carried forward</b>	194,815	71,089	265,904
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

### 17. Analysis of net assets between funds

	Fixed assets £	Current assets £	Current liabilities £	Net assets £
<b>2021</b>				
Unrestricted funds	-	300,715	(69,471)	231,244
Designated funds	2,254	-	-	2,254
Restricted funds	-	58,068	-	58,068
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 August 2021	2,254	358,783	(69,741)	291,566
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## Notes to the Financial Statements

### 17. Analysis of net assets between funds (continued)

Comparative information for the analysis of net assets between funds is as follows:

2020	Fixed assets £	Current assets £	Current liabilities £	Net assets £
Unrestricted funds	-	215,782	(23,962)	191,820
Designated funds	2,995	-	-	2,995
Restricted funds	-	71,089	-	71,089
At 31 August 2020	<u>2,995</u>	<u>286,871</u>	<u>(23,962)</u>	<u>265,904</u>

**DIVERSITY ROLE MODELS**

England & Wales - Charity number 1142548

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# Accounts

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# Diversity Role Models

Embracing difference, ending bullying

**Annual Report and Financial Statements**  
for the year ended 31 August 2020



# Diversity Role Models

## Annual Report and Accounts

for the year ended 31 August 2020

Company Limited by Guarantee

Registration Number

07640644 (England and Wales)

Charity Registration Number

1142548

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## Chief Executive Officer's preface

2019/20 was a year of uncertainty, challenges, transformations and successes. Diversity Role Models adapted through the turbulent year. With the dedication and resilience of the team, I'm proud to say we ended one of our most extreme years in a solid and optimistic position. We are ready for the future and the opportunities to become a stronger organisation than we were before the pandemic.

We started the year with a staff team of 11, the largest Diversity Role Models ever had, and were on track to deliver more workshops and trainings to more students and adults than any previous year before the sudden closure of all schools in March 2020.

Within days, we gave the office a final clean before locking the door to prepare for the first of a wave of national lockdowns. I could never have envisaged that over a year later we would still be working from home. The team adapted quickly to remote working and using new technologies to stay connected to one another, volunteers, schools and corporate and community partners.

Before schools closed and services ceased, we were able to virtually complete the delivery of the Pathways to LGBT+ Inclusion project funded by the Government Equalities Office Anti-Homophobic, Biphobic and Transphobic Bullying fund. I would like to give a personal thanks to the two Education Officers who delivered this project before their contract ended on 31 March 2020.

DRM began participating in the Government's Coronavirus Job Retention Scheme in April 2020 and has continued to furlough staff into 2021. Furlough was never the preferred option, but it was the necessary solution and we remain grateful for the financial security this scheme has provided. I recognise how challenging it has been for members of my team who were furloughed. Their sacrifice has been pivotal in enabling DRM to re-establish our strong foundation and prepare for reaching more beneficiaries in the post-pandemic recovery period, now set to be the 2021/22 school year.

At the start of the first national lockdown we held six months of reserves. However, we had no indication how long schools would remain closed, how long the furlough scheme would last or if our financial supporters would continue their support. In the last five months of the year, I was astonished at the outpouring of support DRM received. I am appreciative of the individuals and organisations that continued to support us financially during this difficult period. This support, in addition to our success in grant applications, is reflected in this set of accounts.

At the time of writing this preface in May 2021, I now know the UK and DRM have many more months of challenges, but the digital delivery model we began developing in July 2020 is now firmly part of our core offering and has enabled us to remove all geographic barriers. We will continue to establish and grow our digital services over the coming years.

But, as of now and for the first time - Any school in the country can now book a service with us.

We're proud to say, after the most difficult year of operations we have achieved this dream goal.

**Adam McCann**

Chief Executive Officer

Date: 18 May 2021



## Report of the Directors

### for the year ended 31 August 2020

The Trustees, who are also Directors of the company for the purposes of the Companies Act 2006, present their report and financial statements of the charity for the year ended 31 August 2020.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) issued in October 2019.

On 23 February 2021, a general meeting of the charity approved amendments to its charitable objects and certain administrative alterations to its Articles of Association. Pursuant to Section 198 of Part 10 of the Charities Act 2011, the amendment of its charitable objects was considered a regulated alteration requiring prior written approval from the Charities Commission. Formal written consent to amend the charitable objects was received from the Charities Commission on 21 December 2020. All references in this document to the charitable objects or Articles of Association of the charity refer to the amended versions approved by the general meeting on 23 February 2021.

### Objectives and activities

Diversity Role Models' charitable objects are specifically restricted, in each case, to the promotion of equality and diversity for the public benefit by:

1. the elimination of discrimination on the grounds of sexual orientation and gender identity in educational institutions;
2. advancing education and raising awareness in equality, diversity and inclusion; and
3. promoting activities to foster understanding between people from diverse backgrounds.

### Key activities of Diversity Role Models

Diversity Role Models have a vision of a world where everybody embraces diversity and can thrive. We create an LGBT+ inclusive environment where students are empowered to embrace difference and end bullying. We embed inclusion and build empathy through education and role model storytelling.

Diversity Role Models deliver workshops to students in primary and secondary schools and colleges. The classroom-based workshops are safe spaces where students can explore difference and consider their role in creating a world where we all feel accepted. To ensure sustained change we supplement student workshops with training staff, governors and parents/carers.



## Achievements and performance

### Service delivery

- **School engagement and beneficiaries:** given the growing impact of COVID-19 from February 2020 onwards and the particular impact of the closure of schools from 20 March 2020, we saw a reduction in the both the number of schools and beneficiaries that we were able to reach.

Although this overall decrease is marked, it was to some extent offset by a large increase in our staff and governor training programme. As explained below, this was due to a funded project that ended on 31 March 2020, so it is possible given the ongoing uncertainty moving into 2020/21 that we will see a further decrease in our overall reach in the following year before it starts to fully recover.

Our delivery and beneficiaries are further broken down in the sections below.

	2020	2019	2018	2017
<b>Schools</b>	89	147	121	134
<b>Total beneficiaries</b>	15,164	18,613	20,337	19,742
<b>Avg. beneficiaries per school</b>	170	127	168	147

- **Student workshop programme:** due to the impact of COVID-19, there was a substantial reduction in both the number of workshops delivered and the students reached. Given that workshops were only delivered for approximately the first half of the year, this does however reflect the work that had been done to grow the organisation and our capacity to deliver. Over the coming year it will be our priority to re-establish a normal level of school delivery as soon as the situation allows it:

	2020	2019	2018	2017
<b>Workshops</b>	394	619	654	779
<b>Students</b>	12,166	17,182	19,003	19,345

- **School staff and governor training programme:** in the year to 31 August 2020 we saw a substantial increase in the delivery of our staff and governor training. This was driven by the project funded by wave three of the government's Homophobic, Biphobic and Transphobic Bullying fund, which focused on staff training delivery and ended on 31 March 2020. As demand for staff training has more readily translated across to virtual delivery, we expect our delivery to return to levels similar to previous years going forward:

	2020	2019	2018	2017
<b>Sessions</b>	140	43	46	15
<b>Staff/governors</b>	2,935	1,109	1,264	397

- **Parent and carer workshop programme:** due to the impact of COVID-19 we also saw a decrease in our parent and carer programme:

	2020	2019	2018
<b>Sessions</b>	3	8	3
<b>Parents/carers</b>	63	322	70

## Donors

The Trustees would like to thank all of those who have financially supported DRM's work during the year:

- **Corporate donors:** we have received continued support from a range of businesses, both in terms of financial contributions and gifts in kind (from hosting fundraising events and providing training space through to the provision of a CRM database and website development). These supporters include: Accenture, Allen & Overy, ASDA, AXA XL, Babcock Integrated Technology, Bain Capital, Bloomberg, BP, Credit Suisse, Dentons, Deutsche Bank, EY, HSBC, Herbert Smith Freehills, The Hummingbird Bakery, Lloyds Bank, M&G, Macquarie, Mastercard, McKinsey & Company, Morgan Stanley, Norton Rose Fulbright, O2, Oliver Wyman, Outsavvy, The Phoenix Group, Proud Drinks, Redwood BBDO, Reed Smith, RPC, RS Components, The Salesforce Foundation, Sigma, Thomson Reuters and The Walt Disney Company.
- **Charitable trusts and foundations:** we received grants from the following charitable trusts and foundations: The City Bridge Trust and The Westminster Foundation.
- **Government grants:** we received grants from the Government Equalities Office (GEO), Westminster City Council and the Coronavirus Job Retention Scheme. The GEO grant was to provide interventions in schools to tackle and prevent homophobic, biphobic, and transphobic bullying.
- **Individual donors:** we continue to receive support from a number of individuals who continue to donate to us either directly, or through sponsored events.

## Staff and volunteers

- **Support from volunteers:** the Trustees would like to extend a huge thank you to all DRM volunteers, without whom our services would not be possible. They are the backbone of our organisation and their time spent telling their stories in schools is what makes our work so impactful. Volunteers are a vital part of our programme delivery. We ended the year with 459 volunteer role models (2019: 612) and 34 volunteer facilitators (2019: 28). In support of our service delivery, our volunteers gave an estimated 1,314 (2019: 1,997) hours of their time.

During the period we are also grateful to have received operational support (either virtually or in the DRM office) from 7 volunteers (2019: 12).

We would particularly like to thank Etienne Tegtmeier for his continued support in preparing this report and financial statements.

- **Patrons:** we continue to be supported by high-profile patrons, and we are very grateful for everything they do for us.

- **Staff team:** as always we would like to thank our dedicated and hard-working staff team, in particular for their support and hard work throughout what has been a time of great uncertainty. We moved to a position of remote working only in March 2020, and staff have adapted to this extremely well in the circumstances. In order to ease this and to understand the stress and strain that the global pandemic is having on our staff, we have adopted a flexible approach to working so that staff can readily support their wellbeing as required. As of 31 August 2020, the office remains closed and all staff are working remotely.

We also decided to make use of the coronavirus job retention scheme with eight out of nine staff furloughed for at least some time from the beginning of April 2020. Without the grant funds we have received from the coronavirus job retention scheme, we would have had a substantial deficit for the year, and would have needed to make difficult decisions about staffing levels. With this in mind, we thank our staff for being supportive and understanding of our decisions to furlough team members, and for working with us to support the organisation's financial stability as best we can.

We will continue to make use of the coronavirus job retention scheme as needed going into 2020/21, subject to extensions and changes to the scheme. We will work to secure the support and understanding of those employees who will be directly impacted.

### Future plans

Given the ongoing uncertainty around COVID-19, our plans will particularly focus on continuing to adapt the organisation to best handle the changed circumstances. In particular we will:

- Develop new ways of providing support to schools, that recognise the unique challenges and impact that the global pandemic has had on the education sector. We will develop new, virtual versions of our main delivery content. This will enable delivery to schools to resume even while social distancing measures are in place, and give us new ways of delivering to schools we would not normally be able to reach after the pandemic;
- Continue to monitor the situation as regards COVID-19, including within education settings, and resume face-to-face work only when it is safe and practical to do so. After the conclusion of the pandemic we will have a key focus on regrowing our activity, first to match and then to begin exceeding levels seen prior to the pandemic. This will necessarily include a new focus on developing our approach for marketing our work to schools; and
- Utilise staff capacity that is freed up by a reduction in business as usual activities to focus on developing our organisational stability. In particular staff will work with volunteer support to improve the implementation of our Salesforce CRM database, finding new ways that we can use it to improve the efficiency and quality of our processes. This will help to make us more scalable so that we can grow our work after the pandemic.

### Ongoing impact of COVID-19 on activities

At the time of writing, we are not currently offering any face-to-face work to schools. Although we did see a very limited resumption of face-to-face work in the early autumn, this was again halted. At this

point in time, we do not expect to deliver any face-to-face work until June 2021 at the earliest. However, this is based on our current best guess, and is entirely subject to change as the situation continues to evolve.

Given the lack of face-to-face work, we have begun to develop digital methods of delivery as outlined above. This has allowed us to continue delivering work even as England has been placed once more into a state of lockdown. During the year we intend to equip more of our volunteers to deliver this virtual work, so that we can appropriately scale it up.

We do not currently expect that our activities will return to normal until September 2021 at the earliest.

## **Financial review**

### **Funds raised**

Total income for the year was £427,716 (2019: £459,116); of which unrestricted income was £321,350 (2019: £323,712) and restricted income was £106,366 (2019: £135,404).

### **Expenditure**

Total expenditure was £418,228 (2019: £390,501); of which unrestricted expenditure was £320,058 (2019: £299,755) and restricted expenditure was £98,170 (2019: £90,746).

This resulted in a surplus for the year of £9,488 (2019: £68,615).

### **Reserves policy**

DRM's reserves policy has been devised by analysing the charity's main financial obligations now, and in the future, the cost of reshaping the charity and the scale of risk to voluntary income in order to calculate a target sum of unrestricted funds to be held in reserve. Such a sum should be sufficient to ensure the continued operation of the charity in the medium term in the event of a drop in generated income.

The reserves policy contains a framework for regularly reviewing the free reserves level, with the frequency of review determined by the amount of free reserves held. This is to ensure that the Trustees continue to monitor and manage reserves effectively.

The target for 31 August 2020 was set at £189,363 in free reserves. At 31 August 2020, DRM held £191,820 in free reserves.

### **Impact of COVID-19 on finances**

COVID-19 has impacted on our finances, as it has impacted many organisations in a variety of different sectors. We wrote in our last annual report about an expectation that free reserves would be reduced in the year to 31 August 2020, however this has not been the case.

This is partly because the organisation has been able to access several forms of support, including grants totalling £54,173 from the Coronavirus Job Retention Scheme. We are also especially grateful

to our landlord, the Parochial Church Council of St Anne's Church, Soho for granting us a rent holiday for part of this period. Without these forms of support, we would have operated a large deficit, and would have been required to take drastic measures to reduce our costs.

It clearly remains the case that there is widespread uncertainty in the UK and global economies. Given the magnitude of the support that we have so far accessed from the Coronavirus Job Retention Scheme, we will be continuing to rely on government support in 2020/21. A key financial risk in the coming 18-24 months will be the speed with which the government reduces that support and whether fundraising is able to grow fast enough to replace it.

However, we do continue to carry free reserves in line with our target. By continuing to hold this level of reserves, it has given the Trustees more flexibility to respond to the impact of COVID-19 on the organisation if and when required. Bearing this in mind, the Trustees have reviewed DRM's financial position for the next 12 months, and continue to be of the view that the organisation remains a going concern.

The Trustees are cautious about the financial outlook for DRM over the next 12 months. We will continue to closely monitor the situation and take what action we can to limit the impact of COVID-19 on the organisation's finances, while also supporting our staff, volunteers and beneficiaries where this is possible.

## **Structure, governance and risk management**

### **Governing document**

DRM is a charitable company, limited by guarantee, incorporated on 19 May 2011, and registered as a charity on 23 June 2011.

The company was established under a Memorandum and Articles of Association, which established the objects and powers of the charitable company, and is currently governed by Articles of Association (most-recently amended on 23 February 2021).

### **Governance**

The charity is governed by its Trustees. The Trustees also act as the members of the charity and its corporate Directors for the purposes of the Companies Act 2006. The Articles of Association outline the powers, responsibilities and decision-making of the Trustees.

### **Recruitment and appointment of Trustees**

The process for appointing DRM's Trustees is set out in the Articles of Association. The minimum number of Trustees is five. The maximum number of Trustees is twelve.

New Trustees are appointed by the existing Trustees of the charity for terms not to exceed three years. Trustees may serve multiple terms. The maximum term of continual service for a Trustee is six consecutive years. A Trustee who has served for a maximum consecutive period allowed shall not be eligible for reappointment until one year has elapsed from the date of expiry of that Trustee's last term of service. The Trustees may appoint any person willing and fit to act as a Trustee and Director, subject to the provisions of the Articles of Association.

DRM conducts a regular skills, experience and diversity audit of Trustees. This audit identifies gaps in skills or under-representation of particular groups or communities and is fundamental to the recruitment process.

Applicants are invited to apply via an open recruitment process. They complete an application form, after which shortlisted applicants are interviewed by a panel comprised of existing Trustees and the Chief Executive Officer. This panel makes a recommendation to the Trustees, with suitable applicants nominated for selection.

### **Trustee induction and training**

Trustees are provided with a clear role description outlining their statutory and additional responsibilities as well as the Trustee code of conduct. Trustees are required to acquaint themselves with DRM's policies and procedures, strategic plan and budget, and its Articles of Association. Trustees are actively encouraged to take up relevant training and development to fulfil their role and responsibilities to DRM.

### **Organisational Structure and Decision Making**

The Trustees are responsible for the strategic direction of the charity and oversight of its work and finances.

The Trustees delegate day-to-day responsibility for the provision of services to the Chief Executive Officer. The Chief Executive Officer is responsible for ensuring the secure financial management and administration of the charity. Effective management and supervision of the staff team is the responsibility of the Chief Executive Officer.

### **Remuneration of Key Management Personnel**

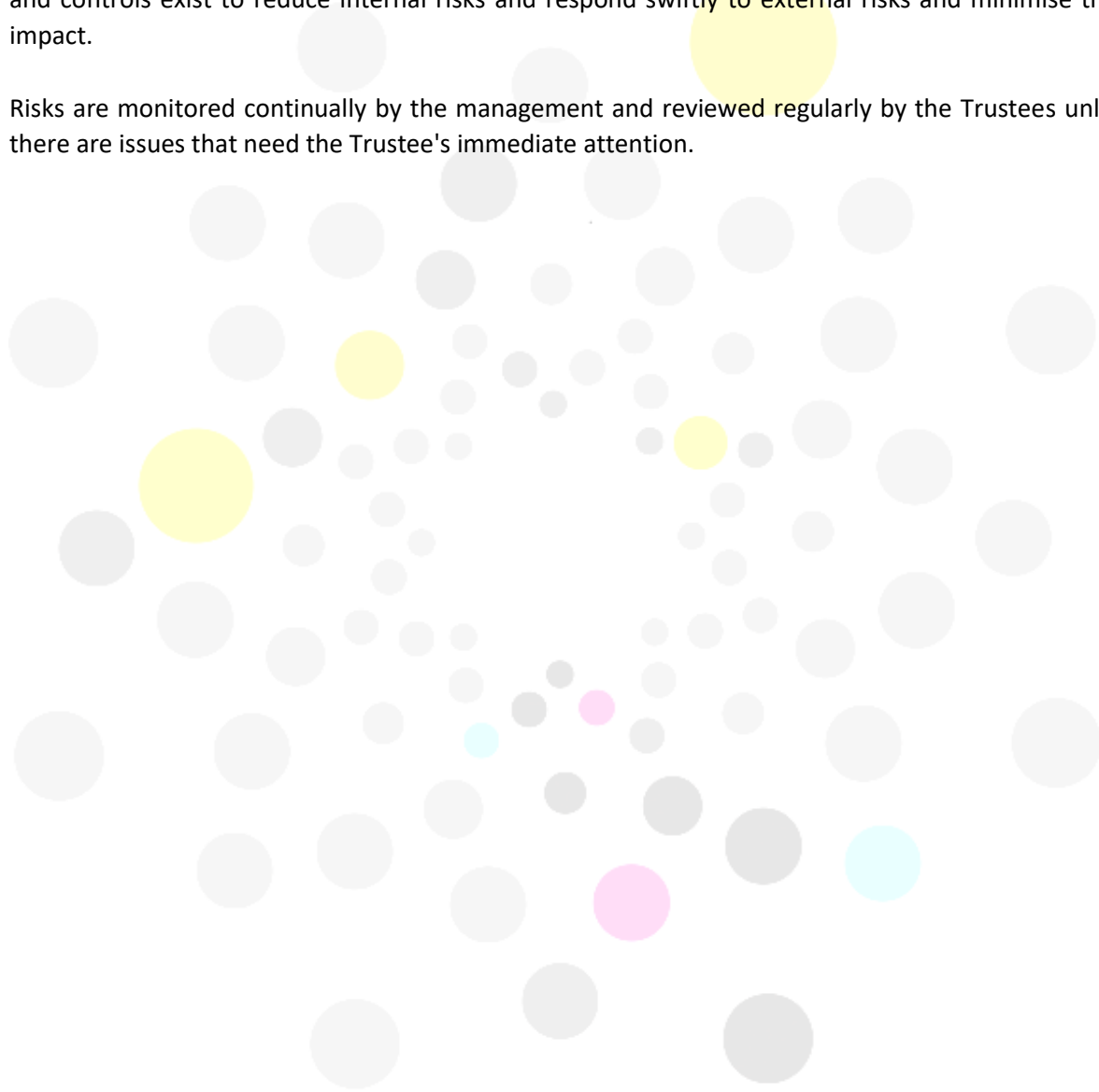
The remuneration of the charity's key management personnel, the Chief Executive Officer, is set by the Board of Trustees, taking into account the charity's financial position and the amount paid for comparable roles in comparable organisations.

## Risk assessment

DRM regularly undertakes a detailed review and assessment of risks, financial and non-financial, to which it is exposed in its current activities. These have been developed into a formal Risk Management process.

The Trustees have considered a summary of all major risks and have ensured that effective systems and controls exist to reduce internal risks and respond swiftly to external risks and minimise their impact.

Risks are monitored continually by the management and reviewed regularly by the Trustees unless there are issues that need the Trustee's immediate attention.



## Reference and administrative details

**Charity Name:** Diversity Role Models  
**Charity Number:** 1142548  
**Company Number:** 07640644

**Principal and Registered Office:** St Anne's Church  
 55 Dean Street  
 London, W1D 6AF

**Chief Executive Officer:** Adam McCann

### Trustees and Directors:

The Trustees who served during the year, or who served at the time this report and financial statements were approved, who were also directors of the company were as follows:

ALI, Tamoor (Chair)	
BELCHER, Antonia Denise	
BERRYMAN, Alison	(Resigned on 22 July 2020)
BHIMANI, Faheem	
BOSWORTH, Catherine Jane	
CROCKETT, Alice Fabienne Stuart	(Appointed on 2 September 2020)
DRENNEN, Christopher Glenn (Secretary)	(Appointed as Secretary on 22 July 2020)
FORD, James Nicholas	
HARVEY, Claire Louise	(Resigned on 10 November 2020)
MILLER-MCCAFFREY, Ann Susan	
PARSONS, Geffrye Ian	(Appointed on 2 September 2020)
SLINGER, Helen Louise (Treasurer)	(Resigned on 16 September 2019)
SULLIVAN, Scott Jack	(Appointed on 2 September 2020)
TUNE, Christopher James (Treasurer)	(Appointed on 2 September 2020)

**Bankers:**

Lloyds Bank  
Kilburn Branch  
106 Kilburn High Road  
London  
NW6 4HY

National Westminster Bank  
Tottenham Court Road Branch  
45 Tottenham Court Road  
London  
W1T 2EA

**Independent Examiner:**

Stephen Jones  
Myrus Smith Chartered Accountants  
Norman House  
8 Burnell Road  
Sutton  
Surrey  
SM1 4BW



## Statement of Trustees' and Directors' responsibilities

The Trustees, who are also Directors of Diversity Role Models for the purposes of company law, are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The Trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities' Statement of Recommended Practice 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

**Signed on behalf of the Trustees:**



Christopher Tune, Treasurer

Date: 18 May 2021



## Report of the Independent Examiner

### Independent Examiner's Report to the Trustees of Diversity Role Models

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 August 2020 which are set out on pages 17 to 31.

#### Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

#### Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Stephen Jones, FCA

Date: 20 May 2021

Myrus Smith Chartered Accountants  
Norman House, 8 Burnell Road, Sutton, Surrey, SM1 4BW



## Statement of Financial Activities

for the year ended 31 August 2020

	Notes	Unrestricted Funds £	Restricted Funds £	2020 £	2019 £
<b>Income from:</b>					
Donations and legacies	3	261,903	106,366	368,269	356,946
Charitable activities					
- Contributions from schools		45,150	-	45,150	76,969
Other trading activities		14,297	-	14,297	25,201
<b>Total income</b>		<b>321,350</b>	<b>106,366</b>	<b>427,716</b>	<b>459,116</b>
<b>Expenditure on:</b>					
Raising funds		51,083	-	51,083	41,082
Charitable activities		268,975	98,170	367,145	349,419
<b>Total expenditure</b>	4	<b>320,058</b>	<b>98,170</b>	<b>418,228</b>	<b>390,501</b>
<b>Net income/(expenditure)</b>		<b>1,292</b>	<b>8,196</b>	<b>9,488</b>	<b>68,615</b>
Transfer between funds		2,110	(2,110)	-	-
Funds brought forward		191,413	65,003	256,416	187,801
<b>Fund balances carried forward</b>		<b>194,815</b>	<b>71,089</b>	<b>265,904</b>	<b>256,416</b>

There are no recognised gains or losses other than those in the Statement of Financial Activities.

All the above amounts relate to continuing activities.

The notes on pages 19 to 31 form part of these financial statements.

## Balance Sheet

As at 31 August 2020

	Notes	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	7	2,995	830
		<u>2,995</u>	<u>830</u>
<b>Current assets</b>			
Debtors	8	16,845	52,849
Cash at bank and in hand		270,026	222,458
		<u>286,871</u>	<u>275,307</u>
<b>Current liabilities</b>			
Creditors falling due within one year	9	(23,962)	(19,721)
<b>Net current assets</b>		<u>262,909</u>	<u>255,586</u>
<b>Total net assets</b>		<u>265,904</u>	<u>256,416</u>
<b>Funds</b>			
Unrestricted	11	194,815	191,413
Restricted	11	71,089	65,003
<b>Total funds</b>		<u>265,904</u>	<u>256,416</u>

For the year ended 31 August 2020 the company is exempt from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with s476. The directors acknowledge their responsibilities in complying with the requirements of the Act with respect to accounting records and the preparation of financial statements. The accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

The accompanying notes on pages 19 to 31 form an integral part of these financial statements. The financial statements were approved by the Directors on 18 May 2021.

Christopher Tune, Treasurer  
Date 18 May 2021



## Notes to the Financial Statements

### 1. Accounting Policies

#### 1.1 Basis of preparation of the financial statements

The financial statements are prepared under the historical cost convention and include the results of the entity's operations which are described in the Trustees' Report and all of which are continuing.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Charities Act 2011, the Companies Act 2006 and the UK Generally Accepted Accounting Practice.

The charity constitutes a public benefit entity as defined by FRS102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

#### 1.2 Tangible fixed assets for use by the charity and depreciation

Tangible fixed assets for use by the charity are stated at cost less depreciation.

Depreciation is provided at rates calculated to write-off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Computer equipment	33.33% straight-line
Office equipment	20.00% straight-line

The charity does not capitalise individual expenditure items below £100.

#### 1.3 Income

Income from donations and grants is recognised when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Income is shown gross, with the associated costs included in expenditure.

Voluntary help is invaluable to the charity. This cost has not been included in the financial statements since the monetary value cannot reasonably be quantified. During the year 500 (2019: 652) volunteers supported the charity, in addition to the Trustees, volunteering for an estimated 1,314 (2019: 1,997) hours in total. Further details of the contribution made by volunteers can be found in the Report of the Directors.

## Notes to the Financial Statements

### 1. Accounting Policies (continued)

#### 1.4 Expenditure

Liabilities are recognised as an expense as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Support costs are those costs incurred in running the charity and have been allocated to charitable activities and cost of generating funds on the basis of an estimate of the proportion of the charity's resources applied to each.

Governance costs, included within support costs, are those costs of running the charity as a legal entity.

#### 1.5 Taxation

The charity is exempt from corporation tax on its charitable activities.

#### 1.6 Gifts in kind

Income in the form of gifts in kind is included in the Statement of Financial Activities at its estimated gross value to the charity. The current value is the price that the charity reasonably estimates it would have to pay in the open market for an equivalent item or service. An equivalent amount of gifts in kind is included in expenditure.

#### 1.7 Funds structure

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor.

Unrestricted funds comprise those funds which the Trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the Directors, at their discretion, have created a fund for a specific purpose.

#### 1.8 VAT

Where appropriate, expenditure includes irrecoverable value added tax.

#### 1.9 Pensions costs

The charity auto-enrols all eligible employees into a workplace pension scheme. Staff can choose to opt out of this and have the charity pay into a personal pension plan on their behalf instead. The charity will match pension contributions up to 4%.

#### 1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, and bank overdrafts.

## Notes to the Financial Statements

### 1. Accounting Policies (continued)

#### 1.11 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all of its financial instruments.

### 2. Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3. Income from donations and legacies

	Unrestricted Funds £	Restricted Funds £	2020 £	2019 £
Grants	54,173	87,866	142,039	135,404
Donations	171,706	18,500	190,206	201,105
Major DRM events	22,244	-	22,244	6,657
Gifts in kind	13,780	-	13,780	13,780
	<u>261,903</u>	<u>106,366</u>	<u>368,269</u>	<u>356,946</u>

2020 Grants includes an amount of £30,026 received from the Government Equalities Office for a project working with staff in schools around homophobic, biphobic and transphobic bullying (2019: £99,978), an amount of £1,718 received from Westminster Council for working in Westminster schools (2019: £1,718) and £54,173 received from the Coronavirus Job Retention Scheme (2019: nil).

## Notes to the Financial Statements

### 4. Total expenditure

	Staff costs £	Direct costs £	Dep'n £	Support costs £	Total 2020 £	Total 2019 £
Raising funds	33,293	13,524	-	4,266	51,083	41,082
Charitable activities	310,803	30,500	1,670	24,172	367,145	349,419
	<u>344,096</u>	<u>44,024</u>	<u>1,670</u>	<u>28,438</u>	<u>418,228</u>	<u>390,501</u>

#### Direct costs

	2020 £	2019 £
Corporate delivery – facilitators	1,090	370
Marketing consultancy	-	-
Miscellaneous costs	35	273
Miscellaneous staff costs	2,350	725
Monitoring and evaluation	3,780	3,780
Raising funds		
- Advertising & marketing	15	3,071
- Gala event	9,640	-
- Other fundraising costs	3,869	7,195
Recruitment	-	889
Schools delivery		
- Advertising & marketing	100	5,134
- Facilitators	1,470	2,776
- Travel & subsistence	3,834	7,994
- Other delivery costs	590	719
Staff training	1,075	1,294
Travel & subsistence (non-delivery)	5,772	3,571
Volunteer expenses (non-delivery)	404	306
Web services	10,000	10,000
	<u>44,024</u>	<u>48,097</u>

## Notes to the Financial Statements

### 4. Total expenditure (continued)

<b>Support costs</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Accountancy	1,045	1,882
Legal costs	180	-
Insurance	910	944
IT costs	3,966	5,966
Office, stationery & postage	4,776	6,730
Rent	12,596	18,000
Subscriptions	640	565
Telephone	2,621	2,745
Governance costs		
- Independent Examination	1,704	1,640
	<u>28,438</u>	<u>38,472</u>

During the year the charity received the benefit of assistance with a donor database from Salesforce. The database has been valued at its value in use to the charity of £3,780 (2019: £3,780). This is considered to be a direct cost of charitable activities.

The charity benefited from pro bono web services from Sigma Consulting Solutions. The value of services provided was £29,500 (2019: £10,125). The charity has valued this at its value in use to the charity of £10,000 (2019: £10,000). This is considered to be a direct cost of charitable activities.

### 5. Net income/(expenditure)

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
The net income/(expenditure) for the year is stated after charging:		
Depreciation of tangible fixed assets	1,670	927
Independent examination (Myrus Smith Chartered Accountants)	1,704	1,640

## Notes to the Financial Statements

### 6. Staff costs and emoluments

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Wages and salaries	306,609	270,522
National insurance	25,322	23,303
Pension costs	12,165	9,180
	<u>344,096</u>	<u>303,005</u>

	<b>2020</b>	<b>2019</b>
	<b>Headcount</b>	<b>Headcount</b>
The average number of staff employed by the charity during the year	<u>9.8</u>	<u>8.0</u>

One employee received employee benefits (excluding employer pension costs) in the range of £60,000 - £70,000 during the year (2019: none).

Total remuneration of key management personnel in the year was as follows:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Aggregate compensation	76,902	75,546

## Notes to the Financial Statements

### 7. Tangible assets

	Computer equipment £	Office equipment £	Total £
<b>Cost</b>			
As at 1 September 2019	13,062	2,187	15,249
Additions	3,834	-	3,834
	<hr/>	<hr/>	<hr/>
As at 31 August 2020	16,896	2,187	19,083
	<hr/>	<hr/>	<hr/>
<b>Accumulated depreciation</b>			
As at 1 September 2019	13,062	1,356	14,418
Charge for the year	1,278	392	1,670
	<hr/>	<hr/>	<hr/>
As at 31 August 2020	14,340	1,748	16,088
	<hr/>	<hr/>	<hr/>
<b>Net book value</b>			
As at 31 August 2020	2,556	439	2,995
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
As at 1 September 2019	-	830	830
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

All fixed assets are used for charitable purposes.

### 8. Debtors

	2020 £	2019 £
Accounts receivable	840	28,063
Other debtors	3,000	3,000
Prepayments and accrued income	13,005	21,786
	<hr/>	<hr/>
	16,845	52,849
	<hr/> <hr/>	<hr/> <hr/>

## Notes to the Financial Statements

### 9. Creditors

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Amounts falling due within one year:		
Accounts payable	602	1,468
Accruals	10,776	8,223
Deferred income (note 10)	4,150	150
Payroll due to staff	34	-
PAYE payable	6,835	8,032
Pensions payable	1,565	1,848
	<u>23,962</u>	<u>19,721</u>

### 10. Deferred income

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Opening balance	150	12,561
Deferred income received in the year	9150	1,864
Amounts released	(5,150)	(14,275)
	<u>4,150</u>	<u>150</u>

Deferred income is funding received in advance for specific events.



## Notes to the Financial Statements

### 11. Funds of the charity

	At 1 September 2019 £	Income £	Expenditure £	Transfers £	At 31 August 2020 £
<b>Restricted</b>					
Student workshops					
- Lewisham	1,500	-	(1,500)	-	-
- North East hub	22,693	-	(14,198)	-	8,495
- Interserve	2,175	-	-	(2,175)	-
- Hammersmith & Fulham	1,000	-	-	-	1,000
- Westminster	-	-	(1,718)	-	(1,718)
- South Westminster	1,193	-	-	-	1,193
- North West hub	-	17,945	(8,915)	-	9,030
Charles Lewis Foundation	1,400	-	(1,408)	8	-
T.K. Maxx and Homesense Foundation	1,897	-	(1,000)	-	897
Government Equalities Office	33,145	30,026	(63,228)	57	-
Westminster Foundation	-	9,950	-	-	9,950
London Community Response Fund	-	29,945	(6,203)	-	23,742
Born to be Proud	-	18,500	-	-	18,500
<b>Total restricted</b>	<b>65,003</b>	<b>106,366</b>	<b>(98,170)</b>	<b>(2,110)</b>	<b>71,089</b>
<b>Unrestricted</b>					
General funds	190,583	<b>321,350</b>	<b>(318,388)</b>	(1,724)	191,820
Fixed assets	830	-	(1,670)	3,834	2,995
<b>Total unrestricted</b>	<b>191,413</b>	<b>321,350</b>	<b>(320,058)</b>	<b>2,110</b>	<b>194,815</b>
<b>Total funds</b>	<b>256,416</b>	<b>427,716</b>	<b>(418,228)</b>	<b>-</b>	<b>265,904</b>

**Restricted funds:** are created from funds received in the form of grants and sponsorship for the delivery of services to specific geographical areas or for specific projects.

**Unrestricted funds:** the net book value of the fixed assets has been designated as it does not form part of the free reserves of the charity.

## Notes to the Financial Statements

## 11. Funds of the charity (continued)

	At 1 September 2018 £	Income £	Expenditure £	Transfers £	At 31 August 2019 £
<b>Restricted</b>					
Student workshops					
- Lewisham	3,000	-	(1,500)	-	1,500
- North East hub	-	26,308	(3,615)	-	22,693
- Interserve	2,175	-	-	-	2,175
- Hammersmith & Fulham	-	1,000	-	-	1,000
- Peer-led workshops	3,500	-	(3,500)	-	-
- Ealing	7,480	-	(7,273)	(207)	-
- Westminster	-	1,718	(1,718)	-	-
- South Westminster	4,397	-	(3,204)	-	1,193
Charles Lewis Foundation	-	1,400	-	-	1,400
T.K. Maxx and Homesense Foundation	-	5,000	(3,103)	-	1,897
Government Equalities Office	-	99,978	(66,833)	-	33,145
<b>Total restricted</b>	<b>20,552</b>	<b>135,404</b>	<b>(90,746)</b>	<b>(207)</b>	<b>65,003</b>
<b>Unrestricted</b>					
General funds	165,972	323,712	(298,827)	(274)	190,583
Fixed assets	1,277	-	(928)	481	830
<b>Total unrestricted</b>	<b>167,249</b>	<b>323,712</b>	<b>(299,755)</b>	<b>207</b>	<b>191,413</b>
<b>Total funds</b>	<b>187,801</b>	<b>459,116</b>	<b>(390,501)</b>	<b>-</b>	<b>256,416</b>

**Restricted funds:** are created from funds received in the form of grants and sponsorship for the delivery of services to specific geographical areas or for specific projects.

**Unrestricted funds:** the net book value of the fixed assets has been designated as it does not form part of the free reserves of the charity.

## Notes to the Financial Statements

### 12. Other financial commitments

At 31 August 2020, the charity had outstanding commitments in relation to land and buildings for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2020	2019
	£	£
Within one year	14,841	18,000
Between 2 and 5 years	-	13,500
In over 5 years	-	-
	<u>          </u>	<u>          </u>

### 13. Related party transactions

The charity did not receive any donations from related parties that require disclosure (2019: none). The aggregate amount of all donations received from related parties was £5,056 (2019: £5,056).

Emma Miller-McCaffrey, the wife of Ann Miller-McCaffrey, has been employed by the charity as Community Engagement Manager since 26 February 2018. For this she received total remuneration of £31,592 in the current year, inclusive of salary, employer's national insurance and pension contributions (2019: £31,202).

### 14. Trustee remuneration

No Trustees during the year were reimbursed for travel expenses relating to the charity (2019: none).

No other Trustee, nor any person connected with them, has received, or is due to receive, any remuneration for the year, nor obtained any financial benefit, directly or indirectly from the charity's funds.

### 15. Company limited by guarantee

Every member of the company has undertaken to pay such an amount as may be required, not exceeding £10, towards the charitable company's assets on a winding up.

## Notes to the Financial Statements

### 16. Comparative information

	Unrestricted Funds £	Restricted Funds £	2019 £
<b>Income from:</b>			
Donations and legacies	221,542	135,404	356,946
Charitable activities			
- Contributions from schools	76,969	-	76,969
Other trading activities	25,201	-	25,201
	<hr/>	<hr/>	<hr/>
<b>Total income</b>	323,712	135,404	459,116
<b>Expenditure on:</b>			
Raising funds	41,082	-	41,082
Charitable activities	258,673	90,746	349,419
	<hr/>	<hr/>	<hr/>
<b>Total expenditure</b>	299,755	90,746	390,501
	<hr/>	<hr/>	<hr/>
<b>Net income/(expenditure)</b>	23,957	44,658	68,615
Transfer between funds	207	(207)	-
Funds brought forward	167,249	20,552	187,801
	<hr/>	<hr/>	<hr/>
<b>Fund balances carried forward</b>	191,413	65,003	256,416
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

### 17. Analysis of net assets between funds

	Fixed assets £	Current assets £	Current liabilities £	Net assets £
<b>2020</b>				
Unrestricted funds	-	215,782	(23,962)	191,820
Designated funds	2,995	-	-	2,995
Restricted funds	-	71,089	-	71,089
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 August 2020	2,995	286,871	(23,962)	265,904
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## Notes to the Financial Statements

### 17. Analysis of net assets between funds (continued)

Comparative information for the analysis of net assets between funds is as follows:

<b>2019</b>	<b>Fixed assets £</b>	<b>Current assets £</b>	<b>Current liabilities £</b>	<b>Net assets £</b>
Unrestricted funds	-	210,304	(19,721)	190,583
Designated funds	830	-	-	830
Restricted funds	-	65,003	-	65,003
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 August 2019	830	275,307	(19,721)	256,416
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>