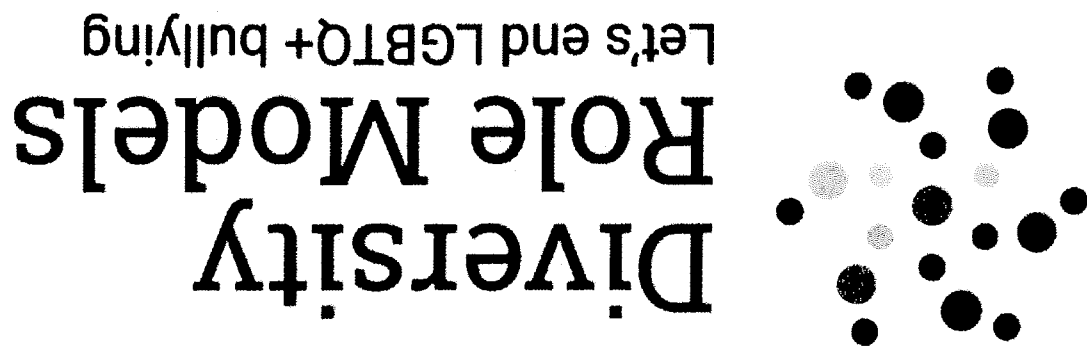


Annual Report and Financial Statements for the year ended 31 August 2022



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 is 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:

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

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

| | |
|--|-------------------------------|
| AL, Tamoor (Chair) | (Resigned on 27 June 2022) |
| BELCHER, Antonia Denise | |
| 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 | |
| KARMIOS, Daniela | (Appointed on 27 June 2022) |
| KYRIACOU, Costandinos | (Appointed on 27 June 2022) |
| PARSONS, Geffrye Ian | |
| SULLIVAN, Scott Jack | |
| SUTTON, Stephen David (Secretary) | (Appointed on 27 June 2022) |
| SVENNEVIG, Hans Kenneth | (Appointed on 27 June 2022) |
| TRETHERWEY, Louise Michelle | (Appointed on 27 June 2022) |
| TUNE, Christopher James (Treasurer) | |
| WHITESIDE, Amanda (Chair) | (Appointed on 27 June 2022) |

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.

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

| | Unrestricted Funds | Restricted Funds | 2022 | 2021 |
|--------------------------------------|-----------------------|---------------------|----------|----------|
| | £ | £ | £ | £ |
| Income from: | | | | |
| Donations and legacies | 3 | 173,231 | 275,641 | 448,872 |
| Charitable activities | | | | |
| - Contributions from schools | | 61,115 | - | 61,115 |
| Other trading activities | | 3,659 | - | 3,659 |
| Total income | | 238,005 | 275,641 | 513,646 |
| Expenditure on: | | | | |
| Raising funds | 4 | 55,832 | - | 55,832 |
| Charitable activities | 4 | 174,572 | 301,139 | 475,711 |
| Total expenditure | 4 | 230,404 | 301,139 | 531,543 |
| Net income/(expenditure) | | 7,601 | (25,498) | (17,897) |
| Transfer between funds | | (337) | 337 | - |
| Funds brought forward | | 233,498 | 58,068 | 291,566 |
| Fund balances carried forward | | 240,762 | 32,907 | 273,669 |
| | | | | 291,566 |

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


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

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

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 | 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 | 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 |
| | 173,231 | 275,641 | 448,872 | 334,841 |

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

[illegible]

Notes to the Financial Statements

4. Total expenditure (continued)

| Support costs | Raising Funds | Charitable Activities | Total | Total |
|------------------------------|---------------|-----------------------|--------|--------|
| Accountancy | 170 | 965 | 1,135 | 771 |
| Insurance | 179 | 1,016 | 1,195 | 966 |
| IT costs | 758 | 4,296 | 5,054 | 3,836 |
| Office, stationery & postage | 810 | 4,592 | 5,402 | 3,660 |
| Rent | 3,233 | 18,319 | 21,552 | 18,727 |
| Subscriptions | 189 | 1,066 | 1,255 | 854 |
| Telephone | 489 | 2,774 | 3,263 | 2,886 |
| Governance costs: | | | | |
| - Independent Examination | 264 | 1,494 | 1,758 | 1,704 |
| Depreciation | - | 3,172 | 3,172 | 1,566 |
| | 6,092 | 37,694 | 43,786 | 34,970 |

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> |
| | <u>Headcount</u> | <u>Headcount</u> |
| The average number of staff employed by the charity during the year | 12.1 | 8.6 |

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 | Cost | As at 1 September 2021 | Additions | As at 31 August 2022 | Accumulated depreciation | As at 1 September 2021 | Charge for the year | As at 31 August 2022 | Net book value | As at 31 August 2022 | As at 1 September 2021 | All fixed assets are used for charitable purposes. |
|--------------------|------------------|--------|------|------------------------|-----------|----------------------|--------------------------|------------------------|---------------------|----------------------|----------------|----------------------|------------------------|--|
| | | | | | | | | | | | | | | |
| £ | £ | £ | | | | | | | | | | | | |
| 17,721 | 2,187 | 19,908 | | | | | | | | | | | | |
| 4,227 | - | 4,227 | | | | | | | | | | | | |
| 21,948 | 2,187 | 24,135 | | | | | | | | | | | | |
| 15,725 | 1,929 | 17,654 | | | | | | | | | | | | |
| 3,043 | 129 | 3,172 | | | | | | | | | | | | |
| 18,768 | 2,058 | 20,826 | | | | | | | | | | | | |
| 3,180 | 129 | 3,309 | | | | | | | | | | | | |
| 1,996 | 258 | 2,254 | | | | | | | | | | | | |

8. Debtors

| Accounts receivable | Other debtors | Prepayments and accrued income | 2022 | 2021 |
|---------------------|---------------|--------------------------------|------|------|
| | | | | |
| £ | £ | £ | | |
| 64,813 | 2,625 | 3,000 | | |
| 70,069 | 3,000 | 6,691 | | |
| 137,882 | | 12,316 | | |

Notes to the Financial Statements

| 9. Creditors | | 2022 | | 2021 | |
|---|--------------------------------------|----------|---------|------|---|
| | | £ | £ | £ | £ |
| 10. Deferred income | 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 | | |
| | | 34,010 | 69,471 | | |
| | | | | | |
| | | | | | |
| Deferred income | 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 | 3,630 | 50,000 | | |
| | | | | | |
| 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 |
|------------------------------------|----------------|------------------|--------------|-------------------------|
| £ | £ | £ | £ | £ |
| Restricted | | | | |
| 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 | (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 | (8,777) | - | 9,511 |
| London Community Response Fund | - | 450 | - | 450 |
| Born to be Proud | 6,180 | (6,180) | - | - |
| Total restricted | 58,068 | (301,139) | 337 | 32,907 |
| Unrestricted | | | | |
| General funds | 231,244 | (227,232) | (4,564) | 237,453 |
| Designated funds: | | | | |
| Fixed assets | 2,254 | (3,172) | 4,227 | 3,309 |
| Total unrestricted | 233,498 | (230,404) | (337) | 240,762 |
| Total funds | 291,566 | (513,646) | - | 273,669 |

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

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 |
|-----------------|--------|--------|
| £ | 10,776 | 16,164 |
| Within one year | | |

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

17. Analysis of net assets between funds

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

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 | Current assets | Current assets | Current liabilities | Net assets |
| £ | £ | £ | £ | £ |
| - | 300,715 | - | (69,471) | 231,244 |
| 2,254 | - | - | - | 2,254 |
| - | 58,068 | - | - | 58,068 |
| 2,254 | 358,783 | (69,471) | 291,566 | |