

Registered Charity No: 1164429

**CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**



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REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH
2021**

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REFERENCE AND ADMINISTRATIVE DETAILS

TRUSTEES

Alison Hill
Robert Kirtland
Annette Mountford (Chair)
Julie Pink
Kevin Senior
John Taylor

EXECUTIVE DIRECTOR

Roz Warren (until 31 May 2021)
Laura Howdill (from 4 May 2021)

BANKERS

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

**REGISTRATION AS A CHARITABLE
INCORPORATED ORGANISATION**

16 November 2015 (no. 1164429)

WEBSITE

www.charitymentors.co.uk

REGISTERED ADDRESS

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

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

INTRODUCTION

The Trustees of Charity Mentors Oxfordshire ("the Charity") present their Report and Financial Statements for the year ended 31 March 2021.

Statement of compliance

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

Objects and activities

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

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

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

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

Public benefit

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

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

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

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

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PROGRESS AND PLANS

Progress and achievements

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

Once we had refined our model and established that there was demand for a good quality mentoring service, we became a Charitable Incorporated Organisation (CIO) in 2015, with our own board of Trustees. Our core service is short-term (usually 4 to 5 months) mentoring for charity leaders (chairs and/or CEOs/managers) on specific, challenges that require strategic thinking.

Some of the challenges brought forward in the mentoring projects are issues around organisational resilience and sustainability, organisation and team structures, trustee relationships, leadership, feelings of isolation or loss of focus, developing long-term plans and business plans, alternative service and income models, stakeholder relationships, growth and next stages, change management, and sometimes, an external view on a particular issue or a sense check on strategic thinking.

Our operating model is underpinned by our vision, mission and our four strategic aims. These were revisited and modified in 2020.

Vision: Charity Mentor's vision is for a resilient voluntary sector in Oxfordshire led by confident leaders with clear strategic purpose.

Mission: To provide leaders of Oxfordshire voluntary sector with effective mentoring and support to facilitate strategic thinking and skilful leadership

Strategic Aims:

1. Strive for continuous improvement in service quality and impact.
2. Gain enough understanding of market potential to make us confident that we are aware of all voluntary organisations in Oxfordshire who might benefit from a mentor.
3. Position Charity Mentors Oxfordshire so that all organisations in Oxfordshire who might benefit from a mentor understand our offering.
4. Continue to closely collaborate with the leaders of Oxfordshire's voluntary organisations.

The quality of our mentoring is fundamental to our success. Our mentors are people who have had overall responsibility for organisational strategy and implementation and who have some experience of the voluntary sector. Many of them have had some mentoring experience but, most importantly, they have an aptitude for listening, encouraging openness and trust and helping people to identify their own solutions. At the end of of FYE 2021, we had 20 mentors working with us. Our mentors join with us in quarterly meetings to discuss our approach and to learn from feedback. We are constantly trying to improve our service so that we can work towards our vision.

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A major focus during 2020 has been on improving the diversity of both our mentors and our trustees. We want Charity Mentors to be relevant to the community it serves and we recognise that diversity brings with it major benefits in terms of creativity, openness and critical thinking as well as relevance. We are now actively seeking mentors and trustees who can help make Charity Mentors a more inclusive organisation to help us to maintain our high standards of mentoring and governance. (Our Equality, Diversity and Inclusion Policy can be found on our website - <https://www.charitymentors.co.uk/links-templates-processes/>).

Another initiative has been the formation of a Mentoring Review Group at Board level. The terms of reference are to review current mentoring projects and to look for learnings and opportunities for continuous improvement, to discuss mentor succession planning and recruitment and to provide feedback to the trustees' board.

During the year, we engaged with 25 new mentoring projects. Whilst COVID was a major pre-occupation for our mentees, the motivation for engaging with a mentor was little changed from previous years. COVID has changed the landscape but the need for a well-considered and coherent strategy remains the same. Charities are also reviewing their longer term plans and direction in response not only to the changed external environment but also because of insights gained as a result of innovations and new ways of working introduced in response to the Coronavirus pandemic.

Collaboration, the increasing use of technology and a new pool of younger volunteers are just three examples that have the potential to radically change the direction and offering of many organisations. But the pandemic has also exposed major rifts in society, particularly in terms of poverty; debt; relationship breakdown; abuse and neglect; access to technology; the ability to work effectively from home, and; disparities in access to education for children with long term academic and emotional and mental health implications. Fundraising via events, sponsorship and trading has dried up. Charities are exploring different challenges and possibilities. A mentor can help them hold onto what is important whilst keeping true to their mission.

Our website provides an overview of our service and the impact of our mentoring. There is no other source of free-of-charge, one-to-one strategic support for Oxfordshire charity leaders. Each project has its own unique perspectives and challenges, but the feedback we get continues to emphasise how important our service is in supporting them in their roles:

Faced with an unprecedented lockdown and a difficult funding situation, we wanted to review our strategy as a charity and came to Charity Mentors for advice. Our mentor Mark was able to provide a fresh new perspective on our mission and gave us excellent insights we had not considered. His experience helped us understand both how to develop a new strategy and what to think about in the process.

Paul Rutten, Trustee, Rose Hill Junior Youth Club

The support from Charity Mentors has been transformational. I have achieved so much in these few months and feel like I'm really flying now. My mentor helped me articulate my vision and to get buy-in throughout the organisation. He had a practical focus; he could see when I felt too swamped to take forward the ideas or plans we discussed, so helped with problem solving what it would take (including new roles and funding) to help me create that capacity. It helped me achieve clarity of thought and purpose, which has really boosted my confidence as a leader." Katherine Barber, Chief Executive. Home-Start Oxford.

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Plans

Rosalind Warren, is stepping down after 8 years' with Charity Mentors, and we have recruited Laura Howdill as our new Executive Director. Laura will continue to focus our activities on one-on-one mentoring for charity and voluntary leaders to support strategic thinking and effective decision making. We want to maintain this strong positioning and ensure that our value proposition is distinct.

Our strategic aims will continue to drive our plans. We want to ensure that anyone who might benefit from a Charity Mentor in Oxfordshire knows who we are, what we offer and how to find us. We are assisted in this by Nichola Heer, a freelance marketing consultant, who manages our social media presence. Many of our referrals now come from word-of-mouth but we are taking active steps to try to reach beyond our usual networks to find other organisations (new and existing) who might not have heard of us. Part of this is a drive to reach into more diverse geographies (perhaps not surprisingly, Oxford City is a major source of our current mentees but we want to ensure that we reach well beyond it).

Collaboration with the leaders of Oxfordshire's voluntary sector is another major part of our planning. OCVA, Oxfordshire Community Foundation and Community First Oxfordshire are important partners in our work. We share ideas and actively look for ways to collaborate. Our mentoring brings us many insights into the challenges faced by Oxfordshire's voluntary sector and we are continually reviewing our service to ensure that the support it provides to its leaders is relevant and useful.

The use of our template – allowing other counties to set up their own mentoring service – continues to grow. East Sussex extended its service to West Sussex in 2020 (<https://charitymentors-sussex.org.uk/>), Kent has its own Charity Mentors (<https://charitymentorskent.org/about-us/>), Berkshire has started some mentoring projects with a view to setting up its own CIO and there are conversations with other counties and cities who are interested in adopting the model.

The Charity's only costs are expected to remain its core costs: coordination (matching up a charity and a mentor and then, importantly, assessing the outcome); support and training of mentors; promotion of the service so that it is known and used; administration and governance. All mentoring will continue to be delivered *pro bono*. The trustees estimate that its value, based on 525 mentoring hours at £125 per hour, is £65,625. The Charity is dedicated to providing this free service to charities in Oxfordshire, and all funds continue to be focussed on underpinning this work.

Coronavirus

COVID made its presence felt throughout this accounting period. As reported in our 2019/20 report, the initial response of Charity Mentors, at the onset of the outbreak, was to offer "one-off" support through one-on-one phone calls to help leaders talk through their options. Eleven organisations contacted us within the week and six of these subsequently moved from "one-offs" to mentoring projects helping the charities to navigate through the longer term.

COVID's impact will be felt for many years to come; some of the most damaging consequences are yet to be felt. Local government finances have been severely affected by the emergency response and loss of income. Looking across the costs of delivering additional services, spend on emergency suppliers and the significant impact on normal income streams, the councils anticipate the negative financial impact of the virus in the 2020/21 financial year will be around £100m, with expected knock-on impacts in future years. Although central government has provided extra funding, the voluntary sector is going to find itself further squeezed between increased need and reduced funding.

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FINANCIAL REVIEW

Commentary on statement of financial activities and balance sheet

This report and financial statements are for the year ended 31 March 2021. At 31 March 2021 the Charity held a bank balance of £23,235 (31 March 2020 - £25,741) and reserves of £26,405 (31 March 2020 - £23,770) of which £2,067 (2020 - £2,117) was classified as restricted income funds. The decrease in bank balance is due to timing, whilst the increase in reserves is due to significantly higher donations in the year.

Income from donations in the year ended 31 March 2021 totalled £17,769 (year to 31 March 2020 - £2,100).

Total communications and publicity (including website set-up and maintenance costs) amounted to £7,259 (year to 31 March 2020 - £6,317).

Charitable activities costs totalled £7,875 (year to 31 March 2020 - £9,668). The Charity's principal expense is fees for the services of the Co-ordinator and of the Communications Officer and amounted to £14,850 in the year to 31 March 2021 (year to 31 March 2020 - £15,611). The basis for allocating those fees to expense categories is described in note 4 to the financial statements.

Fundraising

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

Reserves policy

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

The Trustees do not intend to accumulate and maintain a substantial unrestricted reserve. Our overhead costs are low – we do not have premises' costs or full-time staff. Our reserves should reflect the costs of closing and also some allowances for bridging cash flow between funding rounds. A reserve of £15,000 should be adequate to cover these eventualities. This level of reserves will be reviewed to ensure adequate cover of operating costs is maintained as the activities of the Charity expand, since the Trustees believe that there will be sustained demand for mentoring to charities and the voluntary sector.

Going concern

Having reviewed the funding available to the Charity together with its requirements for the next two years, the Trustees have a reasonable expectation that the Charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they have adopted the going concern basis in preparing the financial statements. Whilst Coronavirus is likely to make fundraising more challenging and competitive for all charities, we believe that the proven need for good quality mentoring, coupled with our low cost of operations will mean that we can continue to fund this very important service to the Oxfordshire charity sector.

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GOVERNANCE

Trustees

The Trustees determine the general policy of the Charity. The current trustees are shown on page 2.

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

Sam Clarke resigned from the Board in April 2020 and we were delighted to appoint Annette Mountford as our permanent chair. Annette joined the Board as a trustee in January 2019. Grant Phillips joined the Board in January 2020, followed by Julie Pink in April 2020. William Powlett Smith (one of the founding trustees) came to the end of his term in November 2019 and Jens Tholstrup and Grant Phillips stepped down in August 2020.

The Charity is administered by the Board of Trustees, which must have a minimum of five and a maximum of eight members, at least two of whom must themselves be mentors and two of whom must not be mentors. The Board meets approximately quarterly, its meetings normally being followed by a meeting of the Charity's mentors for an exchange of information and to provide training and feedback. The Executive Director is responsible to the Trustees for overseeing the Charity's operations.

Trustee appointment, induction and training

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

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

The Charity's mentors

Fundamental to the success of Charity Mentors Oxfordshire is the quality of the mentors it appoints. This was a key finding in a formal Impact Assessment which was completed towards the end of 2014 and endorsed by the subsequent Assessments in 2017 and 2019, as well as of a client focus group conducted in 2014 and 2020 and through frequent interactions and feedback after each project. Appreciative reference is frequently made to the mentor quality in the feedback reports the Charity asks clients to complete after individual projects. Mentor quality is fundamental because without good mentors, the Charity cannot fulfil its mission. It is also important because the marketing of the service relies a great deal on client endorsement.

At 31 March 2021 there were 20 mentors available to Charity Mentors in Oxfordshire.

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

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Risk management

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

The Trustees consider that the Charity has two principal risks:

1. being seen as giving clients advice which may cause damage to their organisation. To mitigate this, mentors are required not to hold themselves out as advisors. Quarterly mentor meetings are held to share best practice and to provide a forum for training. In addition, mentor and mentee feedback is gathered after each project and regular reviews for the mentors are held. The Charity has a formal complaints procedure of which clients are advised on embarking on a project. Mentees are asked to sign a disclaimer before commencement of the project;
2. the loss of key operational personnel. This has been mitigated by:
 - the compilation during the year of a virtual compendium of all policies, forms and marketing collateral which is now included on the Charity's website; and
 - creating a part-time role to support the Coordinator with communications;

Trustees' responsibilities

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

Charity Governance Code

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

The Trustees' Report was approved by order of, and on behalf of, the Trustees on 14 September 2021

Annette Mountford
Chair of Trustees

CHARITY MENTORS OXFORDSHIRE
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STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds	Restricted funds	Year to 31 March 2021	Year to 31 March 2020
		£	£	£	£
Income from donations	3	<u>17,769</u>	-	<u>17,769</u>	<u>2,100</u>
Expenditure:	4				
Communications & publicity costs:					
Website costs		-	50	50	50
Newsletter Production		655	-	655	1,830
Social Media Platform Management		398	-	398	1,733
Marketing and Database		6,156	-	6,156	2,704
			-		
Total communications & publicity costs		<u>7,209</u>	<u>50</u>	<u>7,259</u>	<u>6,317</u>
Charitable activities:					
Stakeholder engagement		1,269		1,269	3,706
Case coordination & monitoring costs		1,863	-	1,863	3,006
Impact assessment, feedback & quality control costs		1,693	-	1,693	1,575
Governance costs		<u>3,050</u>	-	<u>3,050</u>	<u>1,381</u>
Total charitable activities costs		<u>7,875</u>	-	<u>7,875</u>	<u>9,668</u>
Total expenditure		<u>15,084</u>	<u>50</u>	<u>15,134</u>	<u>15,985</u>
Net incoming resources and movement in funds	5	2,685	(50)	2,635	(13,885)
Transfer of Funds		-	-	-	-
Total funds brought forward		<u>21,653</u>	<u>2,117</u>	<u>23,770</u>	<u>37,665</u>
Total funds carried forward		<u>24,338</u>	<u>2,067</u>	<u>26,405</u>	<u>23,770</u>

The notes on pages 10 to 13 form part of these financial statements.

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BALANCE SHEET

	Note	31 March 2021 £	£	31 March 2000 £
Current assets				
Debtors		5,000		-
Cash at bank and in hand		<u>23,235</u>		<u>25,741</u>
		28,235		25,741
Creditors: Amounts falling due within one year		1,830		1,971
Net current assets			<u>26,405</u>	<u>23,770</u>
Creditors: Amounts falling due in more than one year			<u>-</u>	<u>-</u>
Net assets			<u>26,405</u>	<u>23,770</u>
The funds of the Charity				
Restricted income funds	5	2,067		2,117
Unrestricted income funds	5	<u>24,338</u>		<u>21,653</u>
		<u>26,405</u>		<u>23,770</u>

The notes on pages 10 to 13 form part of these financial statements.
Approved by the trustees on 14 September 2021 and signed on their behalf by

Kevin Senior
Treasurer

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

Basis of Preparation

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

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

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

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Restricted Funds

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

Donated services and facilities

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

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

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NOTES TO THE FINANCIAL STATEMENTS (continued)

2. STATUS OF THE CHARITY

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

3. INCOME FROM DONATIONS

	Year ended 31 March 2021 £	Year to 31 March 2020 £
income from donations consists of:		
Unrestricted income from donations	17,769	2,100
Restricted income from donations	-	-
Total income from donations	<u>17,769</u>	<u>2,100</u>

- a) A donation of £5,000 received in April 2014 was restricted to funding promotion of the Charity's services by developing its website and conducting a project to draw up a business model template, based on the Charity's experience, which could be offered to other organisations as the basis for a replicable mentoring model. The balance of this donation included in restricted income funds (note 5 below) was £2,067 at 31 March 2021 (at 31 March 2020 - £2,117).

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NOTES TO THE FINANCIAL STATEMENTS (continued)

4. EXPENDITURE

The Charity's principal expense is for the services of a part time Co-ordinator and a Communications Officer, and amounted to £14,850 in the year to 31 March 2021 (year to 31 March 2020 - £15,611). Except where incurred on projects paid for by restricted funding, those services are allocated to the separate expenditure categories in the financial statements using analysis of time records. Approximate time allocations are as follows:

	Year to 31 March 2021	Year to 31 March 2020
Communications and publicity	48%	40%
Stakeholder engagement	9%	22%
Case co-ordination and monitoring	12%	19%
Impact assessment, feedback and quality control	11%	10%
Governance	<u>20%</u>	<u>9%</u>
Total	<u>100%</u>	<u>100%</u>

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

	Year to 31 March 2021	Year to 31 March 2020
	£	£
Fees for services	14,850	15,611
Travel	-	14
Training and subscriptions	(9)	56
Meeting costs	48	63
Insurance	101	101
Bank charges	94	90
Website	<u>50</u>	<u>50</u>
Total	<u>15,134</u>	<u>15,985</u>

5. THE FUNDS OF THE CHARITY

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

	Unrestricted income funds	Restricted income funds	Total funds
	£	£	£
At 1 April 2020	21,653	2,117	23,770
Movement during the year	2,685	(50)	2,635
At 31 March 2021	<u>24,338</u>	<u>2,067</u>	<u>26,405</u>

The purposes of the balances on restricted income funds at 1 April 2019 and 31 March 2020 are described in note 3 above.

6. TRUSTEE REMUNERATION

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