

Registered Charity No: 1164429

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022



CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH
2022

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REFERENCE AND ADMINISTRATIVE DETAILS

TRUSTEES

Alison Hill
Robert Kirtland (resigned on 03.03.22)
Annette Mountford (Chair)
Julie Pink
Kevin Senior
John Taylor
Anne Lloyd (appointed on 10.01.22)
Thomas Webster (appointed on 10.01.22)

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 2022
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

INTRODUCTION

The Trustees of Charity Mentors Oxfordshire ("the Charity") present their Report and Financial Statements for the year ended 31 March 2022.

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.

At our Strategic Planning day on 1 March 2022 a fifth strategic aim was added re; fundraising. The trustees also had an extra meeting to review our progress with standards of governance using the Charity Governance Code.

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 five 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.
5. Strengthen our Fundraising approach, continuing to develop positive relationships with donors and funders (added in 2022).

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 FYE 2022, we had 16 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. Our website is currently being updated, to make it more attractive and impactful.

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A major focus continues to be 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.

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 20 new mentoring projects. 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 because 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 and the effects of this are expected to be felt for years to come, 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. Charities are exploring different challenges and possibilities and we are seeing many new structures, such as social enterprises. 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:

The process has been very helpful in guiding us towards a point where we feel more ready to approach possible funders. In particular, our mentor's feedback was invaluable as we worked on developing a plan for the next three years. She gave us confidence that we have a good and innovative model and talked us through how to present our activities including the practicalities of breaking down a budget. She also encouraged us to develop a simple mission statement which would underpin our strategic aims.

— Sandra Figges, MEET in Oxford.

"We were introduced to Charity Mentors via word of mouth. The breadth of experience, expertise and knowledge amongst the volunteer mentors is astounding. This is an excellent opportunity to be mentored by some of the best and innovative minds in Oxfordshire. We were expertly matched to our mentor by a person who listened carefully to who we are and what we felt we needed"

— Allyson Austin, Sunningwell School of Art.

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Plans

Rosalind Warren, stepped down after 8 years' with Charity Mentors, and Laura Howdill joined during the year 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. Nichola Heer, who had supported us in a freelance capacity with this stepped down in October 2021 and was replaced by two freelance consultants, one to focus on our admin and one on our marketing.

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 2022. At 31 March 2022 the Charity held a bank balance of £37,378 (31 March 2021 - £23,235) and reserves of £34,343 (31 March 2021 - £26,405) of which £1,467 (2021 - £2,067) was classified as restricted income funds. The increase in bank balance is due to additional income from donations still to be utilised, which also accounts in the increase in reserves.

Income from donations in the year ended 31 March 2022 totalled £31,841 (year to 31 March 2021 - £17,769).

Total communications and publicity (including website set-up and maintenance costs) amounted to £7,269 (year to 31 March 2021 - £7,259).

Charitable activities costs totalled £16,634 (year to 31 March 2021 - £7,875). The Charity's principal expense is fees for the services of the Executive Director and supporting consultants amounted to £21,486 in the year to 31 March 2022 (year to 31 March 2021 - £14,850). 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 help 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 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 the long term impact of 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 3.

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.

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 Executive Director, 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 2022 there were 16 mentors available to Charity Mentors in Oxfordshire.

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

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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 11 July 2022.

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 2022	Year to 31 March 2021
		£	£	£	£
Income from donations	3	<u>31,841</u>	-	<u>31,841</u>	<u>17,769</u>
Expenditure:	4				
Communications & publicity costs:					
Website costs		-	600	600	50
Newsletter Production		956	-	956	655
Social Media Platform Management		532	-	532	398
Marketing and Database		5,181	-	5,181	6,156
			-		
Total communications & publicity costs		<u>6,669</u>	<u>600</u>	<u>7,269</u>	<u>7,259</u>
Charitable activities:					
Stakeholder engagement		5,137	-	5,137	1,269
Case coordination & monitoring costs		2,605	-	2,605	1,863
Impact assessment, feedback & quality control costs		1,920	-	1,920	1,693
Governance costs		3,623	-	3,623	2,726
Administration and Expenses		3,099	-	3,099	324
Fundraising		<u>250</u>	-	<u>250</u>	-
Total charitable activities costs		<u>16,634</u>	-	<u>16,634</u>	<u>7,875</u>
Total expenditure		<u>23,303</u>	<u>600</u>	<u>23,903</u>	<u>15,134</u>
Net incoming resources and movement in funds	5	8,538	-600	7,938	2,635
Transfer of Funds		-	-	-	-
Total funds brought forward		<u>24,338</u>	<u>2,067</u>	<u>26,405</u>	<u>23,770</u>
Total funds carried forward		<u>32,876</u>	<u>1,467</u>	<u>34,343</u>	<u>26,405</u>

The notes on pages 13 to 15 form part of these financial statements.

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BALANCE SHEET

	Note	2022 £	£	2021 £
Current assets				
Debtors		-		5,000
Cash at bank and in hand		<u>37,378</u>		<u>23,235</u>
		37,378		28,235
Creditors: Amounts falling due within one year		3,035		1,830
Net current assets			<u>34,343</u>	<u>26,405</u>
Creditors: Amounts falling due in more than one year			<u>-</u>	<u>-</u>
Net assets			<u>34,343</u>	<u>26,405</u>
The funds of the Charity				
Restricted income funds	5		1,467	2,067
Unrestricted income funds	5		<u>32,876</u>	<u>24,338</u>
			<u>34,343</u>	<u>26,405</u>

The notes on pages 13 to 15 form part of these financial statements.
Approved by the trustees on 11 July 2022 and signed on their behalf by

Kevin Senior
Treasurer

CHARITY MENTORS OXFORDSHIRE
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NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

Basis of Preparation

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

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

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

Cash at bank and in hand

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

Creditors

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

Restricted Funds

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

Donated services and facilities

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

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

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NOTES TO THE FINANCIAL STATEMENTS (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 2022 £	Year to 31 March 2021 £
income from donations consists of:		
Unrestricted income from donations	31,841	17,769
Restricted income from donations	-	-
Total income from donations	<u>31,841</u>	<u>17,769</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 £1,467 at 31 March 2022 (at 31 March 2021 - £2,067).

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NOTES TO THE FINANCIAL STATEMENTS (continued)

4. EXPENDITURE

The Charity's principal expense is for the fees paid for services of a part time Executive Director and supporting consultants, and amounted to £21,486 in the year to 31 March 2022 (year to 31 March 2021 - £14,850). 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 2022	Year to 31 March 2021
Communications and publicity	28%	48%
Stakeholder engagement	22%	9%
Case co-ordination and monitoring	11%	12%
Impact assessment, feedback and quality control	8%	11%
Governance	15%	18%
Administration and Expenses	13%	2%
Fundraising	<u>1%</u>	<u>0%</u>
Total	<u>100%</u>	<u>100%</u>

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

	Year to 31 March 2022 £	Year to 31 March 2021 £
Fees for services	21,486	14,850
Recruitment	1,518	-
Travel	276	-
Training and subscriptions	45	(9)
Meeting costs	149	48
Insurance	129	101
Bank charges	106	94
Website	<u>194</u>	<u>50</u>
Total	<u>23,903</u>	<u>15,134</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 2021	24,338	2,067	26,405
Movement during the year	8,538	(600)	7,938
At 31 March 2022	<u>32,876</u>	<u>1,467</u>	<u>34,343</u>

The purposes of the balances on restricted income funds at 1 April 2021 and 31 March 2022 are described in note 3 above.

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NOTES TO THE FINANCIAL STATEMENTS (continued)

6. TRUSTEE REMUNERATION

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