

Registered Charity No: 1164429

CHARITY MENTORS OXFORDSHIRE
REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025



CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS YE 31 MARCH 2025

CONTENTS

	PAGE
REFERENCE AND ADMINISTRATIVE DETAILS	3
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025	
INTRODUCTION	4
Objects and activities	
Public benefit	
OVERVIEW OF THE YEAR	5
FINANCIAL REVIEW	7
Commentary on statement of financial activities and balance sheet	
Fundraising	
Reserves policy	
Going concern	
STRUCTURE AND GOVERNANCE	8
Trustees	
The Charity's mentors	
Risk management and Charity Policies	
Trustees' responsibilities	
FINANCIAL STATEMENTS	
STATEMENT OF FINANCIAL ACTIVITIES	9
BALANCE SHEET	10
NOTES TO THE FINANCIAL STATEMENTS	11

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS YE 31 MARCH 2025

TRUSTEES

Annette Mountford (Chair) (resigned 31 December 2025)
Sarah Mitson (Chair) (appointed 12 May 2025)
Julie Pink
Anne Lloyd (resigned 31 January 2025)
Thomas Webster (resigned 31 January 2025)
Tina Elder
Tim Stevenson
Ling Charlene Choi (Treasurer)

EXECUTIVE DIRECTOR

Kelly Jennings-Robinson (departed January 2025)
Tess McCay (started March 2025)

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

263 Woodstock Road
Oxford
OX2 7AE

CHARITY MENTORS OXFORDSHIRE

REPORT AND FINANCIAL STATEMENTS YE 31 MARCH 2025

INTRODUCTION

The Trustees of Charity Mentors Oxfordshire (“the Charity”) present their Report and Financial Statements for the year ended 31 March 2025.

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. These currently include Medway and Kent, South Yorkshire, Berkshire and East and West Sussex.

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, CIOs, 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.

CHARITY MENTORS OXFORDSHIRE

REPORT AND FINANCIAL STATEMENTS YE 31 MARCH 2025

OVERVIEW OF THE YEAR

The Charity has accomplished a great deal over the past year; the mentor cohort and quality of mentoring provided to the not-for-profit sector in Oxfordshire has remained strong and there was a full strategy review in May 2024. This has also been a year of change for the Charity, with the planned departure of the Chair along with two trustees whose terms had come to an end coinciding with the departure of the Executive Director. With a new Executive Director starting in March, and a new Chair in place since May, there is every reason to plan for a strong and stable 2025/6.

Our operating model is underpinned by our vision, our mission and our four strategic aims.

Our Vision: A resilient voluntary sector in Oxfordshire led by confident leaders with clear strategic purpose.

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

Strategic Aims for 2025

1. Strive for continuous improvement in service quality and impact.
2. Develop a diverse and inclusive pipeline of projects which is in balance with the organisation's capacity to deliver them.
3. Position Charity Mentors Oxfordshire so that all organisations in Oxfordshire that might benefit from a mentor understand our offer.
4. Closely collaborate with other Oxfordshire organisations to ensure our collective efforts deliver a stronger Oxfordshire voluntary sector.

Strategic Aim 1: Service quality and impact

The quality of our mentoring services is at the heart of our success. Our mentors bring extensive experience, having held overall responsibility for organisational strategy and implementation across the private, public, and voluntary sectors. While many of our mentors have prior mentoring experience, the key strength they share is their ability to listen, foster openness and trust, and empower individuals to find their own solutions for their charitable organisations. The feedback we get continues to validate our impact.

"Charity Mentors gave me exactly what I needed: space to reflect, strategic clarity, and the extraordinary calibre of a mentor whose insight and challenge were transformative. I'm so grateful for the experience." CEO, Ark T-Centre

Since 2013, we have worked with over 350 different charity and community group leaders in a broad range of sectors. As of the end of FY 2025, we had 14 mentors actively working with us. Our mentors participate in quarterly meetings to discuss our approach, share insights, and learn from feedback. The charity delivered 14 projects from 1st April 2024 to 31st March 2025, slightly lower than the 16 projects in the prior year.

We track outcomes for individual mentees and the impact that mentoring has on their organisations by asking two key questions:

HOW DID MENTORING HELP YOU IN YOUR WORK?

- | | |
|---|-----|
| • It provided a safe, confidential space and a sounding board to try out new ideas. | 94% |
| • It helped me find new ways of working. | 91% |
| • It improved my self-confidence. | 87% |
| • It helped me develop my leadership skills. | 91% |

CHARITY MENTORS OXFORDSHIRE

REPORT AND FINANCIAL STATEMENTS YE 31 MARCH 2025

HOW HAS MENTORING HELPED YOUR ORGANISATION?

- | | |
|---|-----|
| • It facilitated our strategic review process and implementation. | 84% |
| • It helped us develop a focused plan. | 84% |
| • We now have improved relationships between board and our leadership team. | 75% |
| • Our charity is more robust and positive about the future. | 91% |

Source: Project feedback 2022-2024

Strategic Aim 2: A diverse and inclusive pipeline of projects

We want Charity Mentors to reflect the diversity of the sector and to be relevant to the community we serve, so we have revisited and confirmed the following values for the Charity as a Board.

-
- *Belief in the value of mentoring*
 - *A pro-bono, voluntary service*
 - *Respect for confidentiality*
 - *Continuous improvement*
 - *Mentoring with a clear strategic purpose*
-

We commit to supporting a wide range of not for profit organisations and mentoring in an inclusive manner. We continue to work on increasing the diversity of both our mentors and our trustees. The Board has reviewed the charity's EDI policy as part of an initiative to train trustees and mentors in current thinking about Equity and Diversity.

Strategic Aim 3: Raising our profile with potential beneficiaries

As well as attending events across Oxfordshire to raise the profile of the Charity and its offer, this year we ran a networking event at the Cherwell Boathouse. The Charity Breakfast held on 26th September 2024 had a wide invitation reach and was well attended. The event received promotion through our local partners who were also present, and had a good blend of mentors, trustees and local charity representatives. As a result of the event, we received several referrals for projects with organisations we had not worked with before.

Strategic Aim 4: Collaboration across Oxfordshire voluntary sector

Key partner organisations include OCVA, Oxfordshire Community Foundation, and Community First Oxfordshire. Strengthening these relationships through regular meetings has allowed us to establish collaborative referral pathways, ensuring that charities are not duplicating efforts when seeking support and can access the best resources from the right organisations. Additionally, we have well established relationships with the Lieutenancy of Oxfordshire, who help us to identify charity leaders in their geographic remits across the county for referrals.

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS YE 31 MARCH 2025

FINANCIAL REVIEW

Commentary on statement of financial activities and balance sheet

This report and financial statements are for the year ended 31 March 2025. At 31 March 2025 the Charity held a bank balance of £131,291 (31 March 2024 - £142,397) of which £2,179 (2024 - £4,700) was classified as restricted income funds.

Income from donations in the year ended 31 March 2025 was £3,000 (year to 31 March 2024 - £138,500).

Communications and publicity costs (including website set-up and maintenance costs) were £1,745 (year to 31 March 2024 - £1,651).

Charitable activities costs totalled £20,033 (year to 31 March 2024 - £15,965). The Charity's principal expense continued to be fees for the services of the Executive Director and supporting consultants which amounted to £18,533 in the year to 31 March 2025 (year to 31 March 2024 - £16,241). The basis for allocating those fees to expense categories is described in note 4 of the financial statements.

Fundraising

The Charity's income from donations is described in note 3 to the financial statements. 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 £20,000, reflecting approximately 9 months of operating costs, was seen appropriate to cover these eventualities.

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.

CHARITY MENTORS OXFORDSHIRE

REPORT AND FINANCIAL STATEMENTS YE 31 MARCH 2025

STRUCTURE AND GOVERNANCE

Trustees

The Charity is administered by the Board of Trustees, which meets four times a year with a minimum of five and a maximum of eight members. The Trustees determine the strategy and policies of the Charity, assisted by a contracted Executive Director. 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 proposal to appoint a new trustee is made at a trustee meeting for consideration and approval by the existing trustees. New trustees are briefed on their legal obligations under charity law, on the Charity's constitution, business plan, operations and recent financial performance. Trustees are encouraged to attend appropriate training events where these will facilitate the undertaking of their role.

The Charity's Mentors

Mentors are selected following interview with the Executive Director and at least one trustee. Mentors are selected for their experience of leadership and mentoring, along with their commitment to facilitating the success of local voluntary organisations. Mentors are offered appropriate training, the support of the Executive Director and a mentor buddy. Feedback from mentees and the Executive Director is reviewed annually to ensure we have a sufficient pool of quality mentors.

At 31 March 2025 there were 14 volunteer mentors. The Charity's trustees take this opportunity to thank the mentors for their commitment and contribution to the Charity's success.

Risk Management and Charity Policies

The Trustees recognise their responsibilities in the management of risk and have a documented risk management strategy which is reviewed annually, or more often as needed.

A scheme of delegation outlines the trustees' responsibilities and powers that are delegated to the Executive Director. Following a governance review, the following policies have been created or revised:

- Volunteer Code of Conduct
- Health and Safety, Safeguarding and Complaints Handling Policy
- Privacy Policy & Website T&C
- Social Media Policy
- Risk Management and Finance Policy
- Equity, Diversity and Inclusion Policy

Trustees' Responsibilities

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions, to 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. 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.

The Trustees' Report was approved by order of, and on behalf of, the Trustees on 19 January 2026.

Sarah Mitson
Chair of Trustees

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted funds £	Restricted funds £	Year to 31 March 2025 £	Year to 31 March 2024 £
Income from donations	3	3,000	-	3,000	138,500
Interest income		<u>4,316</u>	<u>-</u>	<u>4,316</u>	<u>686</u>
Total income		<u>7,316</u>	<u>-</u>	<u>7,316</u>	<u>139,186</u>
Expenditure:	4				
Communications & publicity costs:					
Website & IT costs		883	-	883	271
Communications and publicity		<u>863</u>	<u>-</u>	<u>863</u>	<u>1,380</u>
Total communications & publicity costs		1,745	-	1,745	1,651
Charitable activities					
Stakeholder engagement		4,250	2,521	6,771	3,150
Case coordination & monitoring costs		3,220	-	3,220	2,313
Impact assessment, feedback & quality control costs		245	-	245	875
Governance costs		1,988	-	1,988	1,264
Administrative and Sundry Expenses		7,758	-	7,758	6,814
Fundraising		<u>50</u>	<u>-</u>	<u>50</u>	<u>1,550</u>
Total charitable activities costs		17,511	2,521	20,033	15,965
Total expenditure		<u>19,256</u>	<u>2,521</u>	<u>21,778</u>	<u>17,616</u>
Net incoming resources and movement in funds	5	(11,940)	(2,521)	(14,462)	121,570
Total funds brought forward		<u>139,255</u>	<u>4,700</u>	<u>143,955</u>	<u>22,386</u>
Total funds carried forward		<u>127,315</u>	<u>2,179</u>	<u>129,494</u>	<u>143,955</u>

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

BALANCE SHEET

	Note	2025	2024
Current Assets			
Debtors		-	2,000
Cash at bank and in hand		131,291	142,397
Creditors: Amounts falling due within one year		1,798	442
Net current assets		<u>129,494</u>	<u>143,955</u>
Creditors: Amounts falling due in more than one year		<u>-</u>	<u>-</u>
Net assets		<u>129,494</u>	<u>143,955</u>
The funds of the Charity			
Restricted income funds	5	2,179	4,700
Unrestricted income funds	5	<u>127,315</u>	<u>139,255</u>
		<u>129,494</u>	<u>143,955</u>

CHARITY MENTORS OXFORDSHIRE

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

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.

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.

2. STATUS OF THE CHARITY

Charity Mentors Oxfordshire is a Charitable Incorporated Organisation. 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.

For the year ending 31 March 2025, the Charity's income from donations were below £25,000 and did not require an independent examination. During the prior fiscal year, the Charity's income from donations were above £25,000 and below £250,000. Therefore, the Charity undertook an independent examination of the prior year's accounts in accordance with the Charities Commission's guidance (CC32) which had been included in prior year's submission.

CHARITY MENTORS OXFORDSHIRE

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

3. INCOME FROM DONATIONS

	Year to 31 March 2025	Year to 31 March 2024
Income from donations consists of:	£	£
Unrestricted income from donations	3,000	108,500
Restricted income from donations	0	5,000
Gift Aid received	<u>0</u>	<u>25,000</u>
Total income from donations	<u>3,000</u>	<u>138,500</u>

In the prior fiscal year ending 31 March 2024, the Charity received a substantial one-time donation which resulted in surplus funds. The Charity had therefore made the conscious decision to reduce fundraising activities and £3,000 income from donations was received during the year ending 31 March 2025.

4. EXPENDITURE

The Charity's principal expenses consist of the services of an Executive Director and supporting consultants. This amounted to £18,533 in the year to 31 March 2025 (year to 31 March 2024 - £16,241). These 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 2025	Year to 31 March 2024
Communications and publicity	7%	8%
Stakeholder engagement	28%	19%
Case co-ordination and monitoring	19%	14%
Impact assessment, feedback and quality control	2%	4%
Governance	3%	4%
Administration and Expenses	41%	42%
Fundraising	<u>0%</u>	<u>10%</u>
Total	<u>100%</u>	<u>100%</u>

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

	Year to 31 March 2025 £	Year to 31 March 2024 £
Fees for services	18,533	16,241
Travel	120	67
Training and subscriptions	0	405
Meeting costs	1,845	415
Insurance	302	129
Bank charges	96	89
Website and technology costs	<u>883</u>	<u>271</u>
Total	<u>21,778</u>	<u>17,616</u>

CHARITY MENTORS OXFORDSHIRE
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

5. THE FUNDS OF THE CHARITY

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

	Unrestricted income funds	Restricted income funds	Total funds
	£	£	£
At 1 April 2024	139,255	4,700	143,955
Movement during the year	<u>(11,940)</u>	<u>(2,521)</u>	<u>(14,462)</u>
At 31 March 2025	<u>127,315</u>	<u>2,179</u>	<u>129,494</u>

The Charity's restricted income from donations balance at the beginning of the period was for the purposes of (i) impact framework development and (ii) events to recruit new mentees. During the fiscal year ending 31 March 2025, restricted funds for the purpose of events to recruit new mentees had been fully utilised. The balance of restricted income funds from donations was £2,179 as at 31 March 2025.

6. CONTINGENT LIABILITY

A claim has been filed by the Charity's previous Executive Director alleging discrimination. The Charity is vigorously defending this alleged claim. Since it is not presently possible to determine the outcome of this matter, no provision has been made in the financial statements.

7. TRUSTEE REMUNERATION

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