



Annual Report and Financial Statements **for the year ended 31 August 2018**

Diversity Role Models

Annual Report and Accounts

for the year ended 31 August 2018

Company Limited by Guarantee

Registration Number

07640644 (England and Wales)

Charity Registration Number

1142548

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Chief Executive Officer's preface

I was appointed as Chief Executive Officer on 1 January 2019. My predecessor, Claire Harvey MBE, was Chief Executive Officer during the year ended 31 August 2018, and was appointed to the Board of Trustees in January 2019. I would like to thank Claire for all of her work as Chief Executive Officer in strengthening Diversity Role Models' position and setting up the organisation to grow. I look forward to continuing to work with her in her new role.

The three year strategy that Claire implemented in 2017 has given the organisation and the team the structure and guidance that we need to continue our strategic growth. This is demonstrated through the continued reach that we achieve each year as an organisation. In 2017/18 we worked with 121 schools, reaching 19,003 students, and training 1,264 school staff and governors.

We were pleased in the autumn of 2017 to pilot and then launch our new programme of workshops for parents and carers, continuing our progress to embed a whole-school approach to LGBT+ inclusion. By supplementing our work with students, staff and governors, these new workshops support schools' work with parents/carers, helping them to understand the importance of LGBT+ inclusion within schools, and equipping them with the knowledge, skills and confidence to reinforce this work within the home environment.

Work within the organisation has also focussed on improving our operational processes, to ensure that they are efficient and effective. This has improved the operational base of the organisation, making us more scalable in readiness to grow our reach, both within our existing areas of operations and into new areas.

In April 2019 we celebrated reaching a major milestone, as we delivered our work to our 100,000th young person, and announced that we will be launching a new delivery hub in the North East of England. We will reflect on these developments fully in next year's report. However, as we report on the year to 31 August 2018, it is an appropriate point to look to our future plans.

Throughout 2018/19 we are excited to build on everything that we've achieved in 2017/18, so that we can work towards an inclusive education system where every young person knows that they are valued and supported.

Adam McCann

Chief Executive Officer

Date 31 May 2019

Report of the Directors

for the year ended 31 August 2018

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 2018.

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) (effective 1 January 2015).

Objectives and activities

Diversity Role Models' charitable objects, as declared in the Articles of Association are:

The promotion of equality and diversity for the public benefit by:

- a) the elimination of discrimination on the grounds of sexual orientation in educational institutions;
- b) advancing education and raising awareness in equality and diversity; and
- c) promoting activities to foster understanding between people from diverse backgrounds.

Key activities of Diversity Role Models

Diversity Role Models actively seeks to embed inclusion and empathy in the next generation. This will help create a world where future generations embrace, accept and support difference. Our vision is a world where everyone embraces diversity and can thrive. Our mission is to create an education system in which every young person will know that they are valued and supported, whoever they are.

We create safe spaces where young people can explore difference and consider their role in creating a world where we all feel accepted. Our student workshops feature positive LGBT+ or ally role models who speak openly about their lived experiences, building young people's empathy so they can understand the (often unintended) impact of their language and actions. In order to ensure sustained change, we supplement this by training school governors, staff, parents and carers.

Achievements and performance

Service delivery

- **School engagement and beneficiaries:** during this year we have continued to focus our activity in London and the Home Counties, the North West, the West Midlands and the South West, working with a similar number of schools as in the previous year.

We reached an increased number of beneficiaries compared to last year. This was driven by an increase in staff and governor training, as more schools adopt this approach in order to embed sustained change within their school. Beneficiaries are further broken down below.

	2018	2017	2016	2015
Schools	121	134	*346	89
Total beneficiaries	20,337	19,742	*24,044	14,634
Avg. beneficiaries per school	168	147	*69	163

*From 1 April 2015 to 31 March 2016 we undertook a large-scale project funded by the Government Equalities Office, with delivery commencing on 1 September 2015. This was responsible for the substantial boost in the number of schools/beneficiaries with which we worked in 2016.

The figure of schools for 2016 (346) differs from that quoted in the annual reports for the years ended 31 August 2016 and 31 August 2017 (145). The figure originally quoted omitted schools who received training funded by the Government Equalities Office. As the number of staff trained has been put within the total beneficiaries, this number of schools has been revised here for consistency.

- **Student workshop programme:** in the year to 31 August 2018, there was a reduction in the number of student workshops that DRM delivered. However, due to an increased average number of students per session, the number of students reached was broadly level with the previous year.

Following changes in the previous year, we did not make any further changes to our regional delivery model. However, in order to continue improving the scalability of our model, we have begun training new volunteer facilitators to lead our student workshops. This will reduce our reliance on freelance facilitators going forward.

	2018	2017	2016	2015
Workshops	654	779	885	611
Students	19,003	19,345	21,926	14,275

- **School staff and governor training programme:** during the year we have begun placing increased prominence on our promotion to schools of training for staff and governors. As a result, we have seen a substantial increase in the amount of sessions and participants in comparison to the previous year:

	2018	2017	2016	2015
Sessions	46	15	*	13
Staff/governors	1,264	397	*2,118	359

*From 1 April 2015 to 31 March 2016 we undertook a large-scale project funded by the Government Equalities Office, with delivery commencing on 1 September 2015. This was responsible for the substantial boost in the number of staff and governors trained in 2016. Due to the way that data was recorded for this project, it is not possible to produce a directly comparable figure for the number of sessions.

- **Parent and carer workshop programme:** during the year we piloted a new parent and carer workshop programme, delivering a total of 3 sessions to 70 parents and carers (2017: 0). This programme will continue to be offered going forward.
- **Awards and nominations:** shortlisted for Charity or Community Initiative, British LGBT Awards 2018; shortlisted for the Kaleidoscope Trust Gay Times Honour for Future Fighters 2017.

Donors

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

- **Corporate donors:** we have received continued support from a range of businesses, both in terms of financial contributions and gifts in kind (from hosting fundraising events and providing training space through to the provision of a CRM database and website development). These supporters include: Accenture, Bloomberg, BP, Centrica, Clear Channel, Credit Suisse, Deutsche Bank, EY, Herbert Smith Freehills, Kirkland and Ellis, Lloyds Bank, Lloyd's of London, Macquarie, Mayer Brown, Mercer, Morgan Stanley, Norton Rose Fulbright, Primesight, Proud Drinks, RPC, The Salesforce Foundation, Santander, Sigma, State Street, Topshop/Topman, Travers Smith and The Walt Disney Company.
- **Charitable trusts and foundations:** we received grants from the following charitable trusts and foundations: The Allen & Overy Foundation, The Living Communities Fund, National Lottery Awards for All and St James's Piccadilly Charity.
- **Individual donors:** we continue to receive support from a number of individuals who continue to donate to us either directly, or through sponsored events.

Staff and volunteers

- **Support from volunteers:** the Trustees would like to extend a huge thank you to all DRM volunteers, without whom our services would not be possible. They are the backbone of our organisation and their time spent telling their stories in schools is what makes our work so impactful. Volunteers are a vital part of our programme delivery. We ended the year with 410 volunteer role models (2017: 320) and 13 volunteer facilitators (2017: 0). In support of our service delivery, our volunteers gave an estimated 1,415 (2017: 1,176) hours of their time.

During the period we are also grateful to have received support in the DRM office from two volunteers (2017: 0), and we have also relied on volunteer support for the delivery of our events, and for certain elements of fundraising, including supporters who take on challenge events.

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

- **Patrons:** we continue to be supported by high-profile patrons, and we are very grateful for everything they do for us.
- **Staff team:** we would like to thank our dedicated and hard-working staff team, without whom we could not have achieved all that we have.

Future plans

Over the coming year we will continue to work to deliver the three-year strategy we agreed during the year ended 31 August 2017. In particular we will:

- expand our geographical reach, by launching a new hub within a region of the UK where we currently have no or little presence. We will build on our experience of our existing regional model in order to ensure that this new hub is successful;
- explore and pilot new workshops and training sessions on a range of different themes, supporting schools to look at inclusion in its broadest sense; and
- devise a new communications strategy to underpin and support all of our work, including service delivery and fundraising activities.

Financial review

Funds raised

Total income for the year was £370,504 (2017: £336,126); of which unrestricted income was £329,517 (2017: £307,735) and restricted income was £40,987 (2017: £28,391).

Expenditure

Total expenditure was £382,738 (2017: £426,338); of which unrestricted expenditure was £351,216 (2017: £396,850) and restricted expenditure was £31,522 (2017: £29,488).

This resulted in a deficit for the year of £12,234 (2017: £90,212 deficit).

During the year, the Trustees undertook a thorough review of all of DRM's expenditure. We accordingly made changes to reduce our cost base. These savings took place part-way through the year and have accordingly not been fully realised within these accounts and will further increase the financial stability of the organisation going forward.

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 Board continues to monitor and manage reserves effectively.

The target for 31 August 2018 was set at £171,125 in free reserves. At 31 August 2018, DRM held £165,972 in free reserves.

Since the year end, the level of free reserves has risen substantially, due to the combined effect of the efficiency savings outlined above and higher levels in income. Trustees have undertaken a full review of the financial position for the next 12 months from the date of this report, which took account of the increased level of free reserves, and are fully satisfied that DRM remains a going concern.

Structure, governance and 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 (which replaced the original in 2014).

Recruitment and appointment of Trustees

The process for appointing DRM's Trustees is set out in the Articles of Association. Trustees also act as company Directors. The minimum number of Trustees is three, with no maximum.

Trustees are appointed at the Annual General Meeting (AGM), for a maximum of three consecutive years, at which point they must retire and be re-appointed. The Board may appoint a Trustee between AGMs by an ordinary resolution, but such Trustees must resign and be reappointed at the next AGM. The Board of 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. Potential Trustees are identified by the Trustees and the Chief Executive Officer and then invited to apply. Applicants will normally have preliminary conversations with the Chair and Chief Executive Officer. Following this, suitable applicants are nominated for election.

Trustee induction and training

Trustees are provided with a clear role description outlining their statutory and additional responsibilities. On joining the Board, Trustees are introduced to other Board members and paid staff. Trustees are encouraged to acquaint themselves with DRM's policies and procedures, strategic plan and budget, and our Articles of Association. Trustees are actively encouraged to take up relevant training and development to fulfil their role and responsibilities to DRM.

Risk assessment

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

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

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

Key management personnel

On 1 January 2019, Adam McCann took up his appointment as the new Chief Executive Officer of Diversity Role Models. His appointment followed the previous Chief Executive Officer Claire Harvey's decision to leave her role, at which point she was appointed to the Board of Trustees.

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: Claire Harvey (until 31 December 2018)
 Adam McCann (from 1 January 2019)

Trustees and Directors:

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

ALI, Tamoor (Chair)	(Treasurer to 13 September 2017; Chair since 14 September 2017)
BELCHER, Antonia Denise	(Appointed on 16 November 2017)
BERRYMAN, Alison	
BHIMANI, Faheem	(Appointed on 16 November 2017)
BIANCO, Francesco	(Appointed on 16 November 2017; resigned on 28 June 2018)
BOSWORTH, Catherine Jane	
DOWLING-JONES, Bethan Alice Rachel (Chair)	(Chair until 13 September 2017; resigned on 25 October 2017)
DRENNEN, Christopher Glenn	
FORD, James Nicholas	(Appointed on 16 November 2017)
HARVEY, Claire Louise	(Appointed on 20 January 2019)
MILLER-MCCAFFREY, Ann Susan	
SLINGER, Helen Louise (Treasurer)	(Treasurer since 14 September 2017)
WOODFIELD, Andrew Louis John	(Resigned on 6 October 2017)

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;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Signed on behalf of the Board:



Tamoor Ali, Chair

Date 31 May 2019

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 2018 which are set out on pages 15 to 28.

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 31 May 2019

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

Statement of Financial Activities

for the year ended 31 August 2018

	Notes	Unrestricted Funds £	Restricted Funds £	2018 £	2017 £
Income from:					
Donations and legacies	3	251,800	40,987	292,787	267,064
Charitable activities					
- Contributions from schools		62,212	-	62,212	57,706
Other trading activities		15,505	-	15,505	11,356
Total income		329,517	40,987	370,504	336,126
Expenditure on:					
Raising funds		51,967	-	51,967	52,661
Charitable activities		299,249	31,522	330,771	373,677
Total expenditure	4	351,216	31,522	382,738	426,338
Net income/(expenditure)		(21,699)	9,465	(12,234)	(90,212)
Funds brought forward		188,948	11,087	200,035	290,247
Fund balances carried forward		167,249	20,552	187,801	200,035

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

All the above amounts relate to continuing activities.

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

Balance Sheet

As at 31 August 2018

	Notes	2018 £	2017 £
Fixed assets			
Tangible assets	7	1,277	2,059
		<u>1,277</u>	<u>2,059</u>
Current assets			
Debtors	8	63,043	74,692
Cash at bank and in hand		151,009	175,648
		<u>214,052</u>	<u>250,340</u>
Current liabilities			
Creditors falling due within one year	9	(27,528)	(52,364)
Net current assets		<u>186,524</u>	<u>197,976</u>
Total net assets		<u>187,801</u>	<u>200,035</u>
Funds			
Unrestricted	11	167,249	188,948
Restricted	11	20,552	11,087
Total funds		<u>187,801</u>	<u>200,035</u>

For the year ended 31 August 2018 the company is exempt from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with s476.

The directors acknowledge their responsibilities in complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

The accompanying notes form an integral part of these financial statements.

The financial statements were approved by the Directors on date 31 May 2019.



Tamoor Ali, Chair
Date 31 May 2019

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

Notes to the Financial Statements

1. Accounting Policies

1.1 Basis of preparation of the financial statements

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

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 as amended on 2 February 2016, the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

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 425 (2017: 320) volunteers supported the charity, in addition to the Board of Trustees, volunteering for an estimated 1,415 (2017: 1,176) 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%. On 1 April 2018 the minimum contribution for the workplace pension scheme was increased from 1% to 3%.

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	2018	2017
	£	£	£	£
Grants	-	40,987	40,987	28,391
Donations	157,828	-	157,828	88,137
Sponsorship	-	-	-	68,909
Major DRM events	80,192	-	80,192	77,847
Gifts in kind	13,780	-	13,780	3,780
	<u>251,800</u>	<u>40,987</u>	<u>292,787</u>	<u>267,064</u>

2018 Grants includes an amount of £20,117 received from the Home Office for a project working with secondary schools in Ealing, Hackney, Newham, Tower Hamlets and Waltham Forest (2017: £9,851).

Notes to the Financial Statements

4. Total expenditure

	Staff costs £	Direct costs £	Dep'n £	Support costs £	Total 2018 £	Total 2017 £
Raising funds	-	47,096	-	4,871	51,967	52,661
Charitable activities	265,895	36,494	782	27,600	330,771	373,677
	<u>265,895</u>	<u>83,590</u>	<u>782</u>	<u>32,471</u>	<u>382,738</u>	<u>426,338</u>

Direct costs

	2018 £	2017 £
Corporate delivery - facilitators	360	1,920
Legal expenses	-	3,540
Marketing consultancy	5,791	-
Miscellaneous costs	242	989
Miscellaneous delivery costs	-	1,334
Miscellaneous staff costs	649	184
Monitoring and evaluation	3,780	4,004
Raising funds		
- Advertising & marketing	1,145	4,309
- Gala event	38,753	37,302
- Other fundraising costs	7,198	6,632
Recruitment	-	20,552
Schools delivery		
- Facilitators	4,370	-
- London delivery, of which:	-	23,961
- <i>Facilitators</i>	-	18,780
- <i>Travel & subsistence</i>	-	5,181
- Regional delivery partner	-	13,770
- Other regional costs (travel & subsistence)	-	2,821
- Travel & subsistence (including volunteer expenses)	5,830	-
Staff training	996	1,428
Travel & subsistence (non-delivery)	2,682	1,648
Volunteer expenses (non-delivery)	1,794	-
Web services	10,000	-
	<u>83,590</u>	<u>124,394</u>

Notes to the Financial Statements

4. Total expenditure (continued)

Support costs	2018	2017
	£	£
Accountancy	1,597	(393)
Insurance	941	991
IT costs	3,660	1,425
Office, stationery & postage	2,975	4,133
Postage	-	90
Rent	18,000	18,000
Subscriptions	1,240	135
Telephone	2,418	3,572
Governance costs		
- Independent Examination	1,640	1,500
	<u>32,471</u>	<u>29,453</u>

During the year the charity received the benefit of assistance with a donor database from Salesforce. The database has been valued at its value in use to the charity of £3,780 (2017: £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 £36,900. The charity has valued this at its value in use to the charity of £10,000 (2017: £0). This is considered to be a direct cost of charitable activities.

The charity benefited from advertising provided by Google and Primesight in the current year, however this has not been included as the benefit to the charity is unable to be quantified in financial terms given that the charity would not pay for similar services on the open market.

5. Net income/(expenditure)

	2018	2017
	£	£
The net income/(expenditure) for the year is stated after charging:		
Independent examination (Myrus Smith Chartered Accountants)	1,640	1,500
	<u>1,640</u>	<u>1,500</u>

Notes to the Financial Statements

6. Staff costs and emoluments

	2018 £	2017 £
Wages and salaries	239,892	246,130
National insurance	21,112	19,355
Pension costs	4,890	3,900
	<u>265,895</u>	<u>269,385</u>
	<u><u>265,895</u></u>	<u><u>269,385</u></u>
	2018 Headcount	2017 Headcount
The average number of staff employed by the charity during the year	7.3	7
	<u>7.3</u>	<u>7</u>

One employee received emoluments in excess of £60,000 during the year (2017: None).

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

	2018 £	2017 £
Aggregate compensation	74,020	65,962

During 2017, there was a period between the departure of one Chief Executive Officer and the arrival of her successor. This was not the case in 2018.

7. Tangible assets

	Computer equipment £	Office equipment £	Total £
Cost			
As at 1 September 2017	13,062	1,706	14,768
	<u>13,062</u>	<u>1,706</u>	<u>14,768</u>
As at 31 August 2018	13,062	1,706	14,768
	<u>13,062</u>	<u>1,706</u>	<u>14,768</u>
Accumulated depreciation			
As at 1 September 2017	12,305	404	12,709
Charge for the year	554	228	782
	<u>12,859</u>	<u>632</u>	<u>13,491</u>
As at 31 August 2018	12,859	632	13,491
	<u>12,859</u>	<u>632</u>	<u>13,491</u>
Net book value			
As at 31 August 2018	203	1,074	1,277
	<u>203</u>	<u>1,074</u>	<u>1,277</u>
As at 1 September 2017	757	1,302	2,059
	<u>757</u>	<u>1,302</u>	<u>2,059</u>

All fixed assets are used for charitable purposes.

Notes to the Financial Statements

8. Debtors

	2018	2017
	£	£
Accounts receivable	19,555	33,267
Other debtors	3,625	3,625
Prepayments and accrued income	39,863	37,800
	<u>63,043</u>	<u>74,692</u>

9. Creditors

	2018	2017
	£	£
Amounts falling due within one year:		
Accounts payable	896	5,444
Accruals	7,554	4,272
Deferred income (note 10)	12,561	34,366
PAYE payable	5,642	7,959
Pensions payable	875	323
	<u>27,528</u>	<u>52,364</u>

10. Deferred income

	2018	2017
	£	£
Opening balance	34,366	10,800
Deferred income received in the year	14,000	35,805
Amounts released	(35,805)	(12,239)
	<u>12,561</u>	<u>34,366</u>

Deferred income is funding received in advance for specific events.

Notes to the Financial Statements

11. Funds of the charity

	At 1 September 2017 £	Income £	Expenditure £	At 31 August 2018 £
Restricted				
Pupil workshops				
- Lewisham	4,000	-	(1,000)	3,000
- Camden	2,837	-	(2,837)	-
- Repeat schools	1,750	-	(1,750)	-
- Interserve	2,500	-	(325)	2,175
- Peer-led workshops	-	5,000	(1,500)	3,500
- Ealing	-	9,973	(2,493)	7,480
- Westminster primary schools	-	1,500	(1,500)	-
- South Westminster	-	4,397	-	4,397
Home Office project	-	20,117	(20,117)	-
Total restricted	<u>11,087</u>	<u>40,987</u>	<u>(31,522)</u>	<u>20,552</u>
Unrestricted				
General funds	186,889	329,517	(350,434)	165,972
Fixed assets	2,059	-	(782)	1,277
Total unrestricted	<u>188,948</u>	<u>329,517</u>	<u>(351,216)</u>	<u>167,249</u>
Total funds	<u>200,035</u>	<u>370,504</u>	<u>(382,738)</u>	<u>187,801</u>

Restricted 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

11. Funds of the charity (continued)

	At 1 September 2016 £	Income £	Expenditure £	Transfers £	At 31 August 2017 £
Restricted					
Pupil workshops					
- North West	500	-	(500)	-	-
- North West primary school	-	4,500	(4,500)	-	-
- Lewisham	-	4,000	-	-	4,000
- Barking & Dagenham Project	1,684	-	(1,684)	-	-
- Greenwich	10,000	-	(10,000)	-	-
- Camden	-	4,540	(1,703)	-	2,837
- Repeat schools	-	2,500	(750)	-	1,750
- Interserve	-	2,500	-	-	2,500
Governor training	-	500	(500)	-	-
Home Office project	-	9,851	(9,851)	-	-
Total restricted	<u>12,184</u>	<u>28,391</u>	<u>(29,488)</u>	<u>-</u>	<u>11,087</u>
Unrestricted					
General funds	247,966	307,735	(368,244)	(568)	186,889
Fixed assets	4,597	-	(3,106)	568	2,059
Accommodation	25,500	-	(25,500)	-	-
Total unrestricted	<u>278,063</u>	<u>307,735</u>	<u>(396,850)</u>	<u>-</u>	<u>188,948</u>
Total funds	<u>290,247</u>	<u>336,126</u>	<u>(426,338)</u>	<u>-</u>	<u>200,035</u>

Restricted 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

In the year ended 31 August 2015, trustees designated an amount to cover the costs of a potential need to find accommodation. Following an office move, this fund was spent on accommodation, and is now fully spent.

In addition, 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 2018, 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:

	2018	2017
	£	£
Within one year	18,000	18,000
Between 2 and 5 years	31,500	49,500
In over 5 years	-	-
	<u> </u>	<u> </u>

13. Related party transactions

The total amount of donations received from the Trustees during the year was £2,160 (2017: £8,130).

Emma Miller-McCaffrey, the wife of Ann Miller-McCaffrey, was employed by the charity from 26 February 2018 onwards as Community Engagement Manager. For this she received total remuneration of £15,501.76, inclusive of salary and employer's national insurance and pension contributions (2017: £0).

14. Trustee remuneration

No Trustees during the year were reimbursed for travel expenses relating to the charity (2017: none). In addition, the domestic partners of a number of Trustees volunteer their time and undertake charitable activities on behalf of the charity. They were reimbursed for any direct costs in line with their services on the same basis as other volunteers and in line with the expenses policy.

No Trustee or any of their domestic partners undertook freelance work on behalf of the charity. (2017: one Trustee's domestic partner was remunerated a total of £97.42 in line with the charity's standard schedule of fees and expenses for freelance facilitators).

No other Trustee, nor any person connected with them, has received, or is due to receive, any remuneration for the year, nor obtained any financial benefit, directly or indirectly from the charity's funds.

15. Company limited by guarantee

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

Notes to the Financial Statements

16. Comparative information

	Unrestricted Funds £	Restricted Funds £	2017 £
Income from:			
Donations and legacies	238,673	28,391	267,064
Charitable activities			
- Contributions from schools	57,706	-	57,706
Other trading activities	11,356	-	11,356
Total income	307,735	28,391	336,126
Expenditure on:			
Raising funds	52,661	-	52,661
Charitable activities	344,189	29,488	373,677
Total expenditure	396,850	29,488	426,338
Net income/(expenditure)	(89,115)	(1,097)	(90,212)
Funds brought forward	278,063	12,184	290,247
Fund balances carried forward	188,948	11,087	200,035

17. Analysis of net assets between funds

	Fixed assets £	Current assets £	Current liabilities £	Net assets £
2018				
Unrestricted Funds	-	193,500	(27,528)	165,972
Designated Funds	1,277	-	-	1,277
Restricted Funds	-	20,552	-	20,552
At 31 December 2018	1,277	214,052	(27,528)	187,801

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:

	Fixed assets £	Current assets £	Current liabilities £	Net assets £
2017				
Unrestricted Funds	-	239,253	(52,364)	186,889
Designated Funds	2,059	-	-	2,059
Restricted Funds	-	11,087	-	11,087
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 August 2017	2,059	250,340	(52,364)	200,035
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>