

# Diversity Role Models

Embracing difference, ending bullying

## Annual Report and Financial Statements for the year ended 31 August 2016



# Diversity Role Models

## **Annual Report and Accounts** for the year ended 31 August 2016

Company Limited by Guarantee  
Registration Number  
07640644 (England and Wales)

Charity Registration Number  
1142548

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## Chief Executive and Chair's introduction

The year ended 31 August 2016 was a year of maturity for Diversity Role Models (DRM). We published the findings of an independent evaluation into the impact of our work, *Embracing Diversity and Ending Bullying*, providing the evidence base that will inform future work, influence schools and lend support to other research around methods to tackle prejudice. We saw some wonderful case studies from young people and are proud to have empirical evidence to demonstrate that our role models are having a long lasting effect on the thoughts and behaviours of students.

Hearing stories from real people creates empathy and opens minds; although we see this in our workshops, it was hugely positive to hear this from young people through in-depth interviews outside of our workshops. We were also delighted to know that LGBT young people felt supported and more confident as a result of DRM's intervention, and that other young people felt moved enough to become allies to the LGBT community.

In the past year, DRM has also delivered its first government funded project. Working with Brook, the young people's sexual health charity, we delivered training on Homophobic, Biphobic and Transphobic (HBT) bullying to 1,997 school staff across England. For this programme we developed an in-depth, specialist training course that we offered to a core group of staff and senior leaders in each school, as well as an innovative e-learning course to ensure all staff understand basic strategies for addressing HBT bullying, which we are continuing to offer to schools moving forward.

By training a core group as HBT bullying specialists, these staff are able to support their colleagues who have completed the e-learning and take a lead on ensuring that their schools are fully inclusive. After the specialist training, 92% of respondents agreed or strongly agreed that they felt confident tackling HBT bullying. This means that LGBT students in those schools can feel safe and confident talking to specialist teachers, and that all staff understand the importance of challenging this form of prejudice when they see or hear it.

During the year ended 31 August 2016, we also continued delivering our ground-breaking pupil workshops. We delivered 885 workshops (an increase of 274 over the previous year) in 145 schools (an increase of 56). Our role models have told their stories to a total of 21,926 young people (an increase of 7,651). That's 21,926 young people who have had an opportunity to think critically about difference, about acceptance and about the kind of society they want to live in and contribute to. We have explored how gender stereotypes contribute to HBT bullying and have run trial workshops with students to gather their opinions on how this topic affects both boys and girls.

As a result of our workshops:

- 96% of students say they have learnt about some of the issues that LGBT people face (compared to 97% in the previous year);
- 82% of young people say they would say or do something if someone was being homophobic, biphobic or transphobic (compared to 72% in the previous year).

We have continued to work with Brook to deliver our workshops into the North West, the West Midlands and the South West. This year has been one of consolidation and ensuring that every student in participant schools in these regions receives high impact, progressive and educational workshops.

Lucy Caldicott was our interim CEO from July 2015 until June 2016 at which point Suran Dickson returned. We'd like to thank Lucy for her invaluable contribution in Suran's absence.

A huge thank you to all our role models who open hearts and minds in schools across the country. We'd also like to thank our corporate partners, ambassadors, donors and everyone who has contributed to DRM's success in the first five years. While we have seen huge changes when it comes to legislation around LGBT issues, there is often a lag whilst culture and society catch up.

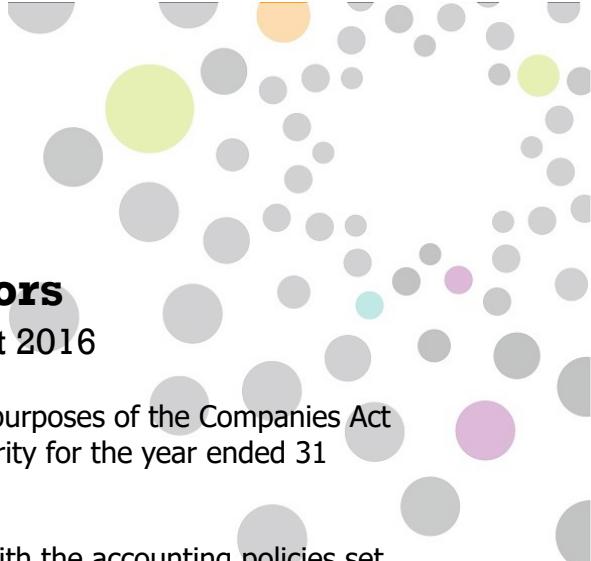
It is our job to educate young people. We ensure they are on the right side of history when it comes to challenging prejudice and having a genuine belief that being different is ok. We couldn't do this without the many layers and many types of support we receive; thank you all for your past and future contributions. Together we are making the world a safer place.



Suran Dickson  
Chief Executive



Beth Dowling-Jones  
Chair



## **Report of the Directors**

### for the year ending 31 August 2016

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 2016.

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 constitution, 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).

### **Reference and administrative information**

**Charity Number:** 1142548  
**Company Number:** 07640644

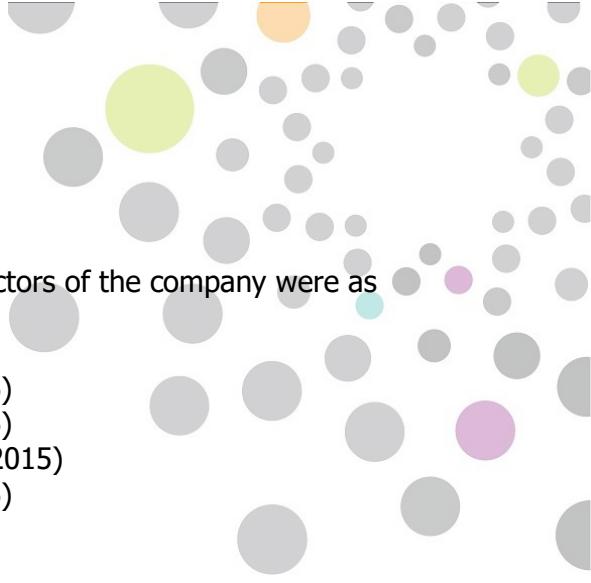
**Principal and Registered Office:** St Anne's Church  
55 Dean Street  
London, W1D 6AF

**Chief Executive Officer:** Lucy Caldicott (interim until 31 May 2016)  
Suran Dickson (returned from leave of absence June 2016)

**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:** Cara Turtington FCA DChA  
Saffery Champness LLP  
Chartered Accountants  
71 Queen Victoria Street  
London  
EC4V 4BE



### **Trustees and Directors:**

The Trustees who served during the year, who were also directors of the company were as follows:

Tamoor Ali (Treasurer)	(Appointed 28 June 2016)
Alison Berryman	(Appointed 28 June 2016)
Simon Blake	(Resigned 1 September 2015)
Catherine Bosworth	(Appointed 28 June 2016)
Linda Clark (Treasurer)	(Resigned 30 April 2016)
Jared Cranney (Secretary)	
Beth Dowling-Jones (Chair)	(Interim Chair prior to 23 September 2016)
Christopher Drennen	(Appointed 28 June 2016)
Stephanie Highett	(Resigned 3 April 2016)
Ann Miller-McCaffrey	(formerly known as Ann Jones)
Helen Slinger	
Andrew Woodfield	

## **Report of the Directors**

### **Aims, objectives and activities**

Diversity Role Models' charitable objectives, 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;
- c) Promoting activities to foster understanding between people from diverse backgrounds.

### **Mission statement**

Our vision is a world where all young people can learn, grow and play safely and have equal opportunity for success and happiness.

Our mission is to assist schools and other youth settings to celebrate difference, encourage acceptance and eliminate gender/sexuality based limitations.

We achieve this by providing high quality, pioneering, educational workshops involving role models and through collaborating with individuals and organisations.

We value diversity and equality, creativity and innovation, communication and role modelling, and inter-generational learning.

### **Key activities of Diversity Role Models**

Diversity Role Models (DRM) is a charity established to counteract homophobic, biphobic and transphobic bullying by delivering educational input for young people in primary and secondary schools. The charity's programmes are designed and run by trained and experienced teachers. We attend schools and run workshops with the students to gently challenge stereotypes and prejudice. DRM also offers teacher training packages and engages with senior management, staff and governors to make a sustained difference in how the school prevents and responds to bullying of this nature.

Our trained volunteer role models speak to classes of young people about their experiences of being lesbian, gay, bisexual, transgender (LGBT) or being an LGBT ally. Workshops are run by trained facilitators who lead discussions around stereotypes and friendship. After role models have spoken to the class, students have the opportunity to ask them anonymous questions. The message is one of empathy and respect; we do not ask students to make any moral decision around sexual orientation or gender identity, however we speak of the need for ALL young people to be able to achieve their best, which means removing discrimination and bullying from schools.

In primary schools we conduct workshops about different families - for example having two mums or two dads. In secondary schools we deliver workshops with positive role models. These role models can be gay or straight - but all agree it's OK to be different and will demonstrate this through talking about their lives.

## Report of the Directors

Our approach is based on evidence about tackling prejudice and bullying behaviour. Our theory of change is that by helping young people to understand difference we encourage empathy and reduce fear which in turn reduces bullying. Because evaluation is an intrinsic part of the workshop process, the charity can demonstrate that its inputs are not only well received by young people and staff but also effective in challenging attitudes and reducing negative behaviours and language.

### Key achievements in the year to 31 August 2016

#### Service delivery

- **Pupil workshop programme: Growth in number of workshops delivered:** in the year to 31 August 2016, DRM has continued to achieve significant growth:

	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
<b>Schools</b>	145	89	55	26
<b>Workshops</b>	885	611	335	206
<b>Students</b>	21,926	14,275	7,664	4,020

While it remains our vision for every child in every school in the UK to have access to a Diversity Role Models' workshop, during this year we have focussed on consolidating our activity in London, the North West, the West Midlands and the South West.

- **Teacher training programme:** we continued our Government Equalities Office funded programme of teacher training, which ran from April 2015 to April 2016. This included a whole school approach that involved face-to-face training for a core group of staff, an e-learning course for all staff and an online Knowledge Exchange with resources and forums. We trained 1,997 staff face-to-face, with an additional 8,168 staff accessing the e-learning and Knowledge Exchange. All elements received excellent feedback as to the impact of the project.
- **Awards and Nominations:** Winner: "Small Charity, Big Achiever" award, Third Sector Excellence Awards 2015; Winner: Rising CEO Star, Charity Times Awards 2015
- **Monitoring and evaluation:** Early in 2016, we published and launched the findings of an independent evaluation into the impact of our work with young people and schools. This report, *Embracing Diversity and Ending Bullying*, delivered evidence from over 1,000 students that DRM workshops have significant impact in terms of increasing empathy between students from diverse backgrounds, encouraging allies and giving positive messages to young LGBT people. The findings are available online at: [https://www.diversityrolemodels.org/media/1331/drm\\_embracing-diversity-ending-bullying-2016.pdf](https://www.diversityrolemodels.org/media/1331/drm_embracing-diversity-ending-bullying-2016.pdf)

## Report of the Directors

### Supporters

- **Royal Bank of Scotland partnership:** this year marked the end of our three year partnership with the Royal Bank of Scotland (RBS). Their support has been pivotal in underpinning our growth and early success as an organisation. In the time that they have funded us we have grown from delivering 206 workshops in a single year to delivering 885. This rapid growth would not have been possible without the substantial support that RBS have offered us for three years, including money, office space, advice, moral support and gifts in kind. We would like to thank them formally for the crucial role that they have played in establishing DRM as the thriving organisation that we are today.
- **Corporate support:** 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 stationery supplies). These supporters include: Accenture, Barclays, Bloomberg, BNY Mellon, Cisco, Clifford Chance, Credit Suisse, Dentons, DWF, Emerald Life, Enterprise, Global Markets Consultants, Google, Gowling WLG, KPMG, Macquarie, Norton Rose Fulbright, Olswang, PwC, Royal Bank of Canada, The Salesforce Foundation, Sigma and United Managed Office Services.
- **Charitable trusts and foundations:** we received grants from the following charitable trusts and foundations: The Ben Cohen StandUp Foundation (BCSUF), The Eleanor Rathbone Trust and The People's Postcode Trust.
- **Individual donors:** a large number of individuals continue to donate to us either directly, or through sponsored events. The Trustees would like to thank all those individuals who have funded DRM's work in this way.

### Staff and volunteers

- **Increase in volunteer base:** the Trustees would like to extend a huge thank you to all DRM volunteers, without whom our services could not be possible. They are the backbone of our organisation and their time spent telling their stories in schools is what makes our workshops so impactful. Volunteers are a vital part of our programme delivery. The report *Embracing Diversity and Ending Bullying* further underlined what a key part the role models play in the effectiveness of our workshops. We ended the year with 321 trained role models (2015: c240). We also rely on volunteer support for the delivery of our events, and for certain elements of fundraising, including supporters who take on challenge events.
- **Patrons:** we continue to be supported by high-profile patrons, and we are very grateful for everything they do for us.

### Future plans

- To continue to build on our successes from the government funded teacher-training programme by offering whole school packages, inclusive of a new governor training course. This will be offered in our key areas: London, the North West, the West Midlands and the South West. We will look to develop teacher training around sexism and sexist language, which reinforce gender stereotypes and negatively impact LGBT young people.

## **Report of the Directors**

- With regards to students, we will run Student Campaign Days to bring together equality and LGBT groups from primary and secondary schools to share best practice. Students will explore future campaign ideas they could run in their own schools to challenge gender stereotypes and promote equality.

## **Financial review**

### **Funds raised**

Unrestricted income for the year was £222,818 (2015: £373,829); Restricted income for the year was £190,540 (2015: £134,580).

### **Expenditure**

Expenditure of unrestricted funds was £322,566 (2015: £325,526); Restricted expenditure was £178,356 (2015: £135,580).

This resulted in a deficit for the year of £87,564 (2015: £47,303 surplus).

This deficit was primarily caused by the cessation of the three-year funding received from RBS. During the year ending 31 August 2017, it is expected that free reserves will further drop as there has been no direct replacement for this funding.

The trustees are undertaking a thorough review of DRM's fundraising strategy. This includes identifying the resources required to fulfil this strategy, with the aim of returning to surplus at the earliest opportunity.

### **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 sum of unrestricted funds to be held in reserve. Such 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.

At DRM's current scale this sum has been set at a minimum of £260,000 in unrestricted funds. At 31 August 2016, DRM held £278,063 in unrestricted funds.

As the charity grows, the free reserves level will be reviewed regularly to ensure that the Board continues to monitor and manage reserves effectively. During the year ending 31 August 2017 it is expected that free reserves will drop given that there has been no replacement for the three-year funding from RBS, which completed in the year to 31 August 2016.

## **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.

## **Report of the Directors**

The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under those Articles.

### **Recruitment and appointment of Trustees**

The process for appointing DRM's Trustees is set out in the Memorandum and 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 invited to apply, and are then interviewed by a panel of existing Trustees. If successful at interview, applicants are nominated for election, subject to completion of an enhanced Disclosure and Barring Service check.

### **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 Memorandum and 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**

Lucy Caldicott served as our Interim Chief Executive Officer until 31 May 2016 while Suran Dickson was on leave. We would like to take this opportunity to formally thank Lucy for her invaluable contribution during this period.

## **Report of the Directors**

After the year end, Suran Dickson took the decision to return to New Zealand. She was replaced as Chief Executive Officer by Claire Harvey, who joined us on 20 March 2017. We are indebted to Suran for all she has done to ensure Diversity Role Models' success to date. From founding the charity to growing it throughout our first five years, she has constantly been an inspiring leader. We wish her and her family every success for the future as they relocate to New Zealand.

### **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:**



Beth Dowling-Jones, Chair  
15 May 2017

# Report of the Independent Examiner

I report on the financial statements of the company for the year ended 31 August 2016, which are set out on pages 15 to 26.

## Respective responsibilities of Trustees and examiner

The Trustees (who are also the Directors of the company for the purposes of company law) are responsible for the preparation of the financial statements. The charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an Independent Examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of ICAEW.

Having satisfied myself that the charity is not subject to audit under Part 16 of the Companies Act 2006 and is eligible for Independent Examination, it is my responsibility to:

- examine the financial statements under section 145 of the 2011 Act;
- to follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

## Basis of Independent Examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and the seeking of explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently, no opinion is given as to whether the financial statements present a "true and fair view" and the report is limited to those matters set out in the statement below.

## Independent Examiner's statement

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in any material respect the requirements:
  - (a) to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - (b) to prepare financial statements which accord with the accounting records and to comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.



Cara Turtington FCA DChA  
Saffery Champness LLP, Chartered Accountants  
71 Queen Victoria Street, London, EC4V 4BE

15 May 2017

**Statement of Financial Activities**  
**At 31 August 2016**

	<b>Notes</b>	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2016 £</b>	<b>2015 £</b>
<b>Income from:</b>					
Donations and legacies	<b>3</b>	130,675	190,540	321,215	432,112
Charitable activities					
- Contributions from schools		58,074	-	58,074	42,800
Other trading activities		34,069	-	34,069	33,497
<b>Total income</b>		<b>222,818</b>	<b>190,540</b>	<b>413,358</b>	<b>508,409</b>
<b>Expenditure on:</b>					
Raising funds		19,000	-	19,000	50,520
Charitable activities		303,566	178,356	481,922	410,586
<b>Total expenditure</b>	<b>4</b>	<b>322,566</b>	<b>178,356</b>	<b>500,922</b>	<b>461,106</b>
<b>Net income/expenditure</b>		<b>(99,748)</b>	<b>12,184</b>	<b>(87,564)</b>	<b>47,303</b>
Funds brought forward		377,811	-	377,811	330,508
<b>Fund balances carried forward</b>		<b>278,063</b>	<b>12,184</b>	<b>290,247</b>	<b>377,811</b>

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 26 form part of these financial statements.

## Diversity Role Models

### Balance Sheet Year Ended 31 August 2016

	Notes	2016 £	2015 £
<b>Fixed assets</b>			
Tangible assets	7	4,597	7,513
		4,597	7,513
		=====	=====
<b>Current assets</b>			
Debtors	8	49,686	65,157
Cash at bank and in hand		275,741	361,549
		325,427	426,706
		=====	=====
<b>Current liabilities</b>			
Creditors falling due within one year	9	39,777	56,408
		285,650	370,298
		=====	=====
<b>Total net assets</b>		290,247	377,811
		=====	=====
<b>Funds</b>			
Unrestricted	11	278,063	377,811
Restricted	11	12,184	-
		290,247	377,811
		=====	=====

For the year ended 31 August 2016 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 15 May 2017



Tamoor Ali  
Treasurer  
15 May 2017

The notes on pages 17 to 26 form part of the financial statements  
Company number 07640644 (England and Wales)

# Diversity Role Models

## Notes to the Financial Statements Year Ended 31 August 2016

### 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 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), 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 around 321 volunteers supported the charity, in addition to the Board of Trustees, volunteering for an estimated 1,240 hours in total. Further details of the contribution made by volunteers can be found in the Trustees' annual report.

### Notes to the Financial Statements Year Ended 31 August 2016

#### 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 staff time spent on those activities.

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 **Pension costs**

The company pays into a personal pension plan on behalf of one member of staff. Contributions are charged to the income and expenditure account in the period to which they relate.

##### 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  
Year Ended 31 August 2016****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.

**1.12 Transition to FRS102**

This is the first set of financial statements prepared in accordance with FRS 102. The date of transition was 1 September 2014. No transition adjustments have been required and the reported reserves at the date of transition are as previously stated.

**2. Critical accounting judgements and key sources of estimation uncertainty**

In the application of the charity's accounting policies, the directors 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**

	<b>Unrestricted Funds</b> <b>£</b>	<b>Restricted Funds</b> <b>£</b>	<b>2016</b> <b>£</b>	<b>2015</b> <b>£</b>
Grants	-	190,540	190,540	134,580
Donations	56,212	-	56,212	131,867
Sponsorship	42,713	-	42,713	30,820
Major DRM events	9,220	-	9,220	106,065
Gifts in kind	22,530	-	22,530	28,780
	<hr/>	<hr/>	<hr/>	<hr/>
	130,675	190,540	321,215	432,112
	<hr/>	<hr/>	<hr/>	<hr/>

Grants includes an amount of £154,002 received from the Government Equalities Office towards the Teacher Training programme.

## Diversity Role Models

### Notes to the Financial Statements Year Ended 31 August 2016

#### 4. Total expenditure

	<b>Staff costs</b>	<b>Direct costs</b>	<b>Dep'n</b>	<b>Support costs</b>	<b>Total 2016</b>	<b>Total 2015</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Raising funds	-	13,316	-	5,684	19,000	50,520
Charitable activities	255,124	190,007	4,581	32,210	481,922	410,586
	<b>255,124</b>	<b>203,323</b>	<b>4,581</b>	<b>37,894</b>	<b>500,922</b>	<b>461,106</b>

#### Support costs

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Accountancy	3,102	3,603
Insurance	1,109	1,112
IT costs	1,030	955
Office stationery	956	2,483
Postage	50	108
Rent	23,250	25,000
Subscriptions	885	555
Telephone	1,959	431
Governance costs		
-Independent Examination	1,500	1,500
-Other governance costs	3,000	4,665
Other expenses	1,053	602
	<b>37,894</b>	<b>41,014</b>

Support costs are allocated to charitable activities and raising funds on the basis of an estimate of the proportion of the charity's resources applied to each.

During the year the charity received the benefit of office space and other support from RBS and assistance with a donor database from Salesforce. Rent in kind of £18,750 has been included as a support cost and allocated between the activities of the charity in the same way as other costs. The database has been valued at its value in use to the charity of £3,780. This is considered to be a direct cost of donor management and charitable activities and has been allocated to direct costs on the basis of the time used on fundraising and direct charitable activity.

The charity also benefited from advertising provided by Google 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.

## Diversity Role Models

### Notes to the Financial Statements Year Ended 31 August 2016

#### 5. Net income/(expenditure)

	2016 £	2015 £
The net income/(expenditure) for the year is stated after charging:		
Independent examination (Saffery Champness LLP)	1,500	1,500
Other services (Saffery Champness LLP)	<u>3,000</u>	<u>1,250</u>

#### 6. Staff costs and emoluments

	2016 £	2015 £
Wages and salaries	237,693	205,193
National insurance	15,403	17,506
Pension costs	<u>2,028</u>	<u>1,800</u>
	255,124	224,499

	2016 Headcount	2015 Headcount
The average number of staff employed by the Charity during the year	<u>7</u>	<u>7</u>

No employee received emoluments in excess of £60,000 during the year (2015: None).

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

	2016 £	2015 £
Aggregate compensation	72,063	62,734

## Diversity Role Models

### Notes to the Financial Statements Year Ended 31 August 2016

#### 7. Fixed assets

	Computer equipment	Office equipment	Total
	£	£	£
<b>Cost</b>			
As at 1 September 2015	12,336	199	12,535
Additions	726	939	1,665
As at 31 August 2016	13,062	1,138	14,200
<b>Accumulated depreciation</b>			
As at 1 September 2015	4,983	39	5,022
Charge for the year	4,354	227	4,581
As at 31 August 2016	9,337	266	9,603
<b>Net book value</b>			
As at 31 August 2016	3,725	872	4,597
As at 1 September 2015	7,353	160	7,513

All fixed assets are used for charitable purposes.

#### 8. Debtors

	2016	2015
	£	£
Accounts receivable	40,644	5,100
Other debtors	5,338	58,663
Prepayments	3,704	1,394
	49,686	65,157

## Diversity Role Models

### Notes to the Financial Statements Year Ended 31 August 2016

#### 9. Creditors

Amounts falling due within one year:

	2016 £	2015 £
Accounts payable	2,339	16,139
Accruals	20,168	38,322
Deferred income (note 10)	10,800	-
PAYE payable	6,470	1,947
	<hr/>	<hr/>
	39,777	56,408
	<hr/>	<hr/>

#### 10. Deferred income

	2016 £	2015 £
Opening balance	-	43,500
Amounts released	-	(43,500)
Deferred income received in the year	<hr/>	-
	10,800	<hr/>
Balance carried forward	<hr/>	-
	10,800	<hr/>

Deferred income is funding received in advance for specific events.

## Diversity Role Models

### Notes to the Financial Statements Year Ended 31 August 2016

#### 11. Funds of the charity

	At 1 September 2015	Income £	Expenditure £	Transfers £	At 31 August 2016
<b>Restricted</b>					
Pupil workshops					
- North West	-	1,500	(1,000)	-	500
- West Midlands	-	3,000	(3,000)	-	-
- Secondary Schools	-	3,000	(3,000)	-	-
- Barking & Dagenham Project	-	10,000	(8,316)	-	1,684
- Bristol & Cornwall	-	10,000	(10,000)	-	-
- Greenwich	-	10,000	-	-	10,000
Teacher training	<u>-</u>	<u>153,040</u>	<u>(153,040)</u>	<u>-</u>	<u>-</u>
<b>Total restricted</b>	<u>-</u>	<u>190,540</u>	<u>(178,356)</u>	<u>-</u>	<u>12,184</u>
<b>Unrestricted</b>					
General funds	340,298	222,818	(318,066)	2,916	247,966
Fixed assets	7,513	-	-	(2,916)	4,597
Accommodation	<u>30,000</u>	<u>-</u>	<u>(4,500)</u>	<u>-</u>	<u>25,500</u>
<b>Total unrestricted</b>	<u>377,811</u>	<u>222,818</u>	<u>(322,566)</u>	<u>-</u>	<u>278,063</u>
<b>Total funds</b>	<u>377,811</u>	<u>413,358</u>	<u>(500,922)</u>	<u>-</u>	<u>290,247</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 previous year, trustees designated an amount to cover the costs of a potential need to find accommodation. Following an office move, this fund is now being spent on accommodation, and is expected to be fully spent within the next two years.

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 Year Ended 31 August 2016

#### 12. Other financial commitments

At 31 August 2016, 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:

	2016 £	2015 £
Within one year	18,000	-
Between 2 and 5 years	67,500	-
In over 5 years	-	-

#### 13. Related party transactions

The total amount of donations received from the Trustees during the year was £1,835 (2015: £Nil).

#### 14. Trustee remuneration

One Trustee during the year was reimbursed for travel expenses relating to the Charity in the amount of £389 (2015: £340). In addition, the 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 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.

## Diversity Role Models

### Notes to the Financial Statements Year Ended 31 August 2016

#### 16. Comparative information

	Unrestricted Funds £	Restricted Funds £	2015 £
<b>Income from:</b>			
Donations and legacies	297,532	134,580	432,112
Charitable activities			
- Contributions from schools	42,800	-	42,800
Other trading activities	33,497	-	33,497
<b>Total income</b>	<b>373,829</b>	<b>134,580</b>	<b>508,409</b>
<b>Expenditure on:</b>			
Raising funds	50,520	-	50,520
Charitable activities	275,006	135,580	410,586
<b>Total expenditure</b>	<b>325,526</b>	<b>135,580</b>	<b>461,106</b>
<b>Net income/expenditure</b>	<b>48,303</b>	<b>(1,000)</b>	<b>47,303</b>
Funds brought forward	<u>329,508</u>	<u>1,000</u>	<u>330,508</u>
<b>Fund balances carried forward</b>	<b><u>377,811</u></b>	<b><u>-</u></b>	<b><u>377,811</u></b>