



# ANNUAL REPORT OF THE TRUSTEES

Period ended 31<sup>st</sup> March 2020



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## LEGAL AND ADMINISTRATIVE INFORMATION

Charity Name:	Changing the Chemistry (hereinafter referred to as CtC)	
Legal structure:	Scottish Charitable Incorporated Organisation (SCIO)	
Governing Document:	Constitution (dated 27 March 2015 and last updated 3 <sup>rd</sup> September 2019)	
Charity Number:	SC045519	
Chief Executive Officer:	Tanya Castell MBE	
Trustees:	Tanya Castell MBE	
	Roger Duerden (Treasurer)	Appointed 27/3/15, Re-elected 11/06/18
	Mary Duffy	Re-elected 20/6/16, Retired 02/09/19
	Yvonne Greeves	Elected 12/6/17
	Maria Hamilton	Elected 11/06/18
	Wendy Lamin (Vice Chair)	Elected 11/06/18
	Gillian Macdonald	Elected 02/09/19, Resigned 27/01/20
	Amanda Millar (Chair)	Elected 20/6/16, Retired 02/09/19
	Susan Nickalls	Elected 02/09/19
	David Robinson	Elected 12/6/17
	Neil Stevenson (Vice Chair/Chair)	Elected 20/6/16
	Karthik Subramanya	Elected 20/6/16, Re-elected 02/9/19
	Martha Walsh	Elected 12/6/17
	Bogusia Webb	Elected 02/09/19
Company Secretary:	Linda Coe	Resigned 28/10/19
	Hans Smans	Appointed 28/10/19
Principal Office:	3a Dublin Meuse Edinburgh EH3 6NW	
Bankers:	Co-operative Bank plc	
Independent Examiner:	Stephen Williams ACA	



## TRUSTEES' REPORT

The Trustees present their Report and Accounts together with the independent examiner's report, for the period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020. The accounts have been prepared in accordance with the accounting policies set out on page 16 and comply with the CtC Constitution and applicable law.

**CtC's vision:** Changing the Chemistry in the boardroom so people and boards embrace diversity of thought

**CtC's purpose:** Improving board effectiveness and quality through diversity of thought

**CtC's values:**

**Courage** (encompassing: truth, challenge, honesty, authenticity)

We will be courageous in all we do – for ourselves, for each other and for the greater good of organisations. Challenging the status quo, having BIG conversations, stretching conventional beliefs and boundaries, daring to introduce difference

**Tenacity** (encompassing: persistence, individuality, making a difference, proactive collaboration)

We will make a difference and do this by holding on to what we believe - encouraging and influencing organisational change. We will do this through building a robust infrastructure promoting personal development and growth, based on an ethos of peer-to-peer support, sharing our experience, knowledge and insight for the benefit of all.

**Credibility** (encompassing: wisdom, integrity, trustworthiness, diversity, professionalism, influence, respect)

We will build a reputation as change agents influencing organisational shifts in recruitment policy offering real, developed, talent demonstrating the power of diversity.

### Structure, governance and management

#### Incorporation

The work of CtC began in August 2011, but it was incorporated as a Scottish Charitable Incorporated Organisation (SCIO), approved by the Office of the Scottish Charity Regulator (OSCR), on 27<sup>th</sup> March 2015.

#### Governing document

CtC was established by Constitution dated 27<sup>th</sup> March 2015 (amended 1st October 2015, 21<sup>st</sup> June 2016, 8<sup>th</sup> November 2016 and 3<sup>rd</sup> September 2019). The constitutional changes approved in September 2019 were to allow for the potential widening of the membership beyond individuals, and to facilitate the good governance of the organisation (including allowance for virtual board meetings).

#### Recruitment, appointment and training of trustees

Trustees are elected by the members or co-opted to the board in accordance with the Constitution. Trustees are experienced individuals and either have a good understanding of what is involved in being a trustee of a charity or have been provided with training on appointment.

CtC is committed to supporting the trustees to enhance their skills and knowledge further, to improve the effectiveness of the board and increase the collective expertise within the organisation. The new board members were provided with induction from the Chair and the CEO, and also



received governance training in October 2019. CtC provides training and knowledge-sharing events relating to the boardroom for its members, which trustees also attend. CtC had a board observer during 2019 as part of the charity's work to create a talent pipeline for the boardroom. Two new observers have been selected for the upcoming year.

### **Trustees' remuneration**

The trustees receive no remuneration from CtC. However certain expenses are reimbursed in accordance with CtC's expenses policy.

### **Organisational structure**

All strategic decisions affecting CtC are undertaken by the board of trustees. The board meets quarterly with an annual strategy session, usually taking place in February. This year the session focused on updating the three-year strategic plan with a focus on strengthening and engaging the network to support the charity's sustainability.

CtC's activities are focused on developing members who want board roles or wish to enhance their board skills, broadening the membership to support a wider range of diverse individuals, and influencing others to promote the message of greater diversity of thought in the boardroom. CtC had no employees during the period and all activities are carried out by member volunteers, led by the part-time voluntary CEO, with volunteers asked to provide updates on a regular basis. Team calls are held three times a week at various times of day to enable members to call in as appropriate. Over seventy-five volunteers are generally contributing to the running of CtC in Scotland at any one time, in addition to all members being asked to help on specific projects such as promoting vacancies to their own network.

The membership of the organisation grew from 438 to 547, a 25% increase over the period (compared to 26% in 18-19). 6% of members are based outside Scotland. Our operational structure continues to evolve to meet the increasing demand to deliver CtC's charitable objectives and meet the needs of members.

### **Risk management**

CtC has implemented a risk management policy, and in accordance with that, have considered the major risks to which CtC is exposed. In April 2019, the trustees conducted a "fresh eyes" risk review to ensure that the focus is on the right risks. The board reviews those risks quarterly and ensures there are action plans or appropriate mitigation to address them where required. At the current time, the top two risks, which the board keep under regular review, are:

1. loss of key members (there are some volunteers, such as the CEO, Chair and Treasurer, who contribute a lot of time and effort to the charity)
2. lack of volunteers to deliver CtC's services, both to members on their board journeys and to organisations who pay fees to CtC.

These risks are being addressed through the work around sustainability outlined below. Information technology failure was also a top risk due to a problem with the website, but this has now been resolved and the risk has reduced now that the website has been updated. A better support package is also being investigated to ensure that this is not repeated. Insufficient engagement from members was also a top risk, meaning that people were not using CtC's services to progress their board journeys. However, since the newsletter and events communication has increased in frequency – and with the provision of member sessions online – the engagement has now significantly increased in recent months. There have been more people attending events and more members volunteering to help. This has also been supported by the implementation of the *Catalyst* programme.

The pandemic of Covid-19 has meant that a few events and board recruitment rounds, where CtC was due to receive a fee for providing advice or support, were postponed and have yet to take



place. However, other services are being provided virtually and CtC is still able to earn enough income to cover its costs based on current projections.

### **Objectives and activities**

CtC is established for charitable purposes only and, in particular, the promotion of equality and diversity by:

- promoting diversity on governing bodies of all organisations in the public, private and third sectors;
- supporting people from under-represented populations in obtaining positions on governing bodies;
- supporting governing bodies in recruiting members from underrepresented groups;
- supporting members of governing bodies in the performance of their duties; and
- supporting governing bodies in the quality of decision making.

For as long as CtC is entered on the Scottish Charity Register, its purposes may only be altered with the prior consent of the Office of the Scottish Charity Register (OSCR) and in accordance with any conditions attached to such consent.

CtC works to meet these objectives by operating as a voluntary peer support network, headquartered in Scotland, that seeks to improve board effectiveness by increasing diversity of thought on boards of organisations operating in all sectors of the economy. This is done by helping those from diverse backgrounds secure board roles, by supporting those on boards to perform in those positions and providing advice and guidance to those organisations who want to improve their board's diversity.

The activity of CtC is to further these objectives and to apply capital or income for such charitable purposes as the trustees in their absolute discretion think fit. The trustees confirm that they have referred to the information contained in OSCR's general guidance on public benefit when reviewing CtC's aims and objectives and in planning future activities.

Following the refresh of CtC's three-year strategy in 2017, the charity has continued to deliver its objectives through three strategic areas of focus:

1. to develop CtC's members (to help members into board roles and to perform once appointed to a board position);
2. to broaden CtC's membership (to ensure that CtC has a truly diverse membership);
3. to influence others (to spread the messages about the benefit of having diverse boards and the barriers to a truly meritocratic recruitment process, eg. unconscious bias and helping boards become more diverse).

Additionally it was recognised at the time of that strategy refresh that the organisational model needed to continue to be developed to ensure it delivers a strong peer support network that is sustainable and enables CtC to achieve our objectives and future goals.

There are three key elements:

1. to strengthen connections between members to enable the peer support network both online and in person;
2. to ensure members are engaging and contributing to the charity on a regular basis to enable CtC to leverage the talent of its members;
3. to secure funding to enable cover CtC's costs and potentially pay for administrative support to assist in the running of the charity.

A board strategy review session took place in February 2020. It was agreed, based on the performance to date, that CtC has continued to deliver well against the strategic performance indicators and there has been no major shift in the external environment that would demand a



complete strategy rewrite. The charity’s vision, purpose and values were reconfirmed. It was also agreed that the objectives needed to be updated. A revised strategy is being finalised, re-committing to and amending our current strategy to give focus for the period 2020 to 2023. This will continue to address the core challenge that the board has recognised needs to be addressed relating to members volunteering and management of volunteers.

## Achievements and performance

CtC has continued to make great progress in delivering its strategy, through the three strands of focus outlined above and increased focus on sustainability. Work has continued to evolve the charity’s operating model to involve more members in the delivery of its activities. There are now over seventy-five members involved in some way in helping to deliver CtC’s activities, all on a voluntary basis (compared to sixty in the previous period). The contribution made by volunteers (mostly CtC members but also many others) is essential in enabling CtC to undertake its activities. In addition to giving their time to assist with administration, event organisation, member support and recruitment, members also freely gave their professional expertise and provided venues for CtC meetings and events. The number of volunteer hours contributed by the Trustees alone exceeded 1300 for the year.

Most of the support for members seeking board roles is delivered face to face via training/workshop sessions either in person or via telephone (and now interactive online sessions via Zoom). The membership platform is used to help CtC’s peer support network by providing useful reference documents, details of board vacancies and areas for groups of volunteers to share progress, ideas and papers. However, there is still more work to be done to ensure that members extract maximum benefit from the platform and to make it more user friendly. A CtC community manager has been in place for over two years to encourage members to complete their profile to enable the network to operate effectively online and the good news is that over 50% have done so. However greater engagement from members is still sought to ensure that members can learn from others in the peer support network and interact effectively.

CtC has also introduced a suite of KPIs against the strategic objectives to enable the executive and the board to track progress on a quarterly basis. These are summarised in the table below:

Strategic Objective	3-year Target	Result 2017-20	Comments
Developing Members	120 NED board appointments for members	131	224 since the start
Influencing Others	Participated in/contributed to 20 events and/or articles	30	
	Build 10 relationships, provide advice and training on board diversity across all 3 sectors	23	Primarily public and third sector
Broadening the membership	Collaborate with 6 other organisations to broaden diversity	Worked informally with 4	Lack of capacity to follow up with other relevant charity groups
	Improve ethnic diversity from 3% to 10%	10%	Focused event held in Glasgow in June 2019 and Morgan Stanley event in September 2019.
	Increase numbers of men from 11% to 20%	17%	Significant increase but rate of women joining has impacted overall percentage.
Sustainability	Implement the CtC Catalyst concept		7 catalysts in place; 14 catalysees supported
	Earn 6 pieces of income or benefits-in-kind for CtC	25	
	Income to exceed general running costs		Broke even in 2019, surplus in 2020
	Reserves exceed 3 months expenditure		



## Developing Members

In the last year, members reported that forty two (49 in 2018-19) board roles were filled by CtC members across all sectors and a dedicated person is in place to encourage members to report their appointments to the team to ensure that these successes are captured and celebrated. There have been nineteen (14 in the previous year) *Target Group* meetings (for those seeking NED roles) of which five were in London and nine (9 last year) *Graduate Group* meetings (for those with board roles). Many of these had a dial-in option to allow those further afield to participate<sup>1</sup>. This is further supported by regular communications to the membership, which are now issued monthly with supplementary events communications. More formal education in board-related matters has been organised by the Events Team, which has run a successful event programme including Board Journeys, and “Learning about the public sector board appointment process”, “View from a headhunter on board appointments”, “Housing Association Boards”, “What board members should be asking about IT” and “Social Enterprise board opportunities” (one in Glasgow and one in Edinburgh). In all, there have been nine (8) such events in the Central Belt of Scotland with dial-in options. . This was in addition to one large event for all members (run after the AGM in September in Glasgow). There were also nine social networking events, seven (4 in 18-19) in the Central Belt and two (5 in 18-19) in London) to enable members to meet others and share their experiences.

The CtC Catalyst pilot has now completed and the number of Catalysts providing support and nudges to Catalysees is being expanded. Catalysts are required to have board experience from two of three sector organisations (private, public and third) and be knowledgeable about CtC so that they can explain how the organisation works so that Catalysees are able to leverage the services and network available.

## Broadening the Membership

The board has continued to focus on increasing the number of men and people of colour in the membership. The former has increased from 14% to 17% during the year and the latter from 6.4% to 9.9%<sup>2</sup> (which is higher than the percentage in the Scottish population according to the 2011 census data). The latter has improved significantly following two major events during the year focused on encouraging people from a broader set of backgrounds to think about board roles and join CtC. The first was in June 2019 in Glasgow, specifically focusing on ethnic diversity, for which over 40 people signed up. Three speakers of colour talked about their boardroom experience, which was followed by table discussions to gather the views of attendees on the barriers to reaching the boardroom. Then there were pitches of potential board opportunities for people to consider, including Glasgow College, social enterprises and Scottish public appointments. The second event was co-hosted with Morgan Stanley, again in Glasgow, for which over 90 people registered. This followed a similar format and both events have helped to increase the breadth of CtC’s diversity.

## Influencing Others

The CtC trustees and other members continue to spread the word on the benefits of board diversity and the barriers to achieving this. In addition to both the CEO and other trustees speaking at a range of external events, CtC members have been involved in a variety of activities including delivering workshops at conferences, speaking on diversity panels and advising boards on how to become more diverse.

CtC continued to work in partnership with the College Development Network and has helped five Scottish colleges with their board recruitment rounds. CtC has now been approached by a number of colleges to help with board chair recruitment rounds next.

Mostly, CtC advises and supports boards seeking to increase their diversity by assisting with board recruitment rounds, eg. helping with board information events, running workshops on how to apply

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<sup>1</sup> Following the Covid-19 pandemic, the intention going forwards is to provide video participation where possible.  
<sup>2</sup> This is an estimate.



for board roles, advising on wording of job adverts/application packs and using CtC members' extended network to reach more diverse candidates. This has included the Scottish Environmental Protection Agency, a number of Scottish Colleges and South of Scotland Enterprise.

CtC has also provided advice, support or training to a range of other organisations across the public, private and charitable sectors regarding the benefits of diversity and the impact of unconscious bias can have on achieving it. In 2019, CtC was contracted by the Scottish Government to run a pilot of unconscious bias and diversity training for the boards of eight organisations in the agriculture sector. This was one of the recommendations of the Scottish Women in Agriculture taskforce that formally reported in November 2019. During the year, the first workshop was delivered with very positive feedback, and the organisation in question has since recruited the first woman to their board.

### **Sustainability**

The good news is that given the continued results CtC can demonstrate from helping organisations make their boards more diverse, the charity is now earning more from the services it delivers. During the year CtC received income or donations for delivering advice, help or support to twenty-five organisations. This has been achieved primarily through word of mouth, given the success CtC has had in helping boards improve their diversity.

However, the growth of the membership has meant that more structure and documentation is required to support all those volunteers involved in running the organisation. This is also important to enable more decentralisation of the activities and to minimise key person dependencies. This work is progressing with a Head of Volunteer Management now appointed. Additionally, during the year, a draft approach to regional chapters was developed in consultation with the first formal region, London, which has now been going over a year.

### **Financial review**

The Trustees consider that the net outgoing resources for the period of £2,473 was reasonable in view of the operation and nature of CtC.

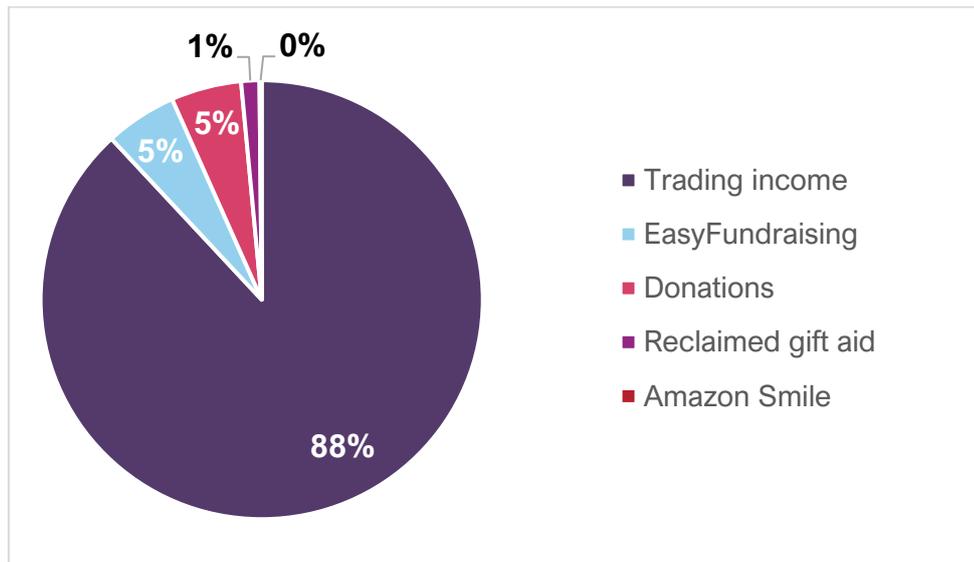
CtC's total receipts for the period represent a significant increase on the previous period, reflecting CtC's increased work for other organisations, whom it has advised or supported in recruiting new board members and achieving greater board diversity.

CtC manages its accounts on a receipts and payments basis. At 31<sup>st</sup> March 2020, CtC had unrestricted funds of £13,184 and held no restricted funds. There were no outstanding creditors or pending financial commitments, but a total of £900 was owed to CtC by three trade debtors in respect of unsettled invoices issued prior to financial year end.

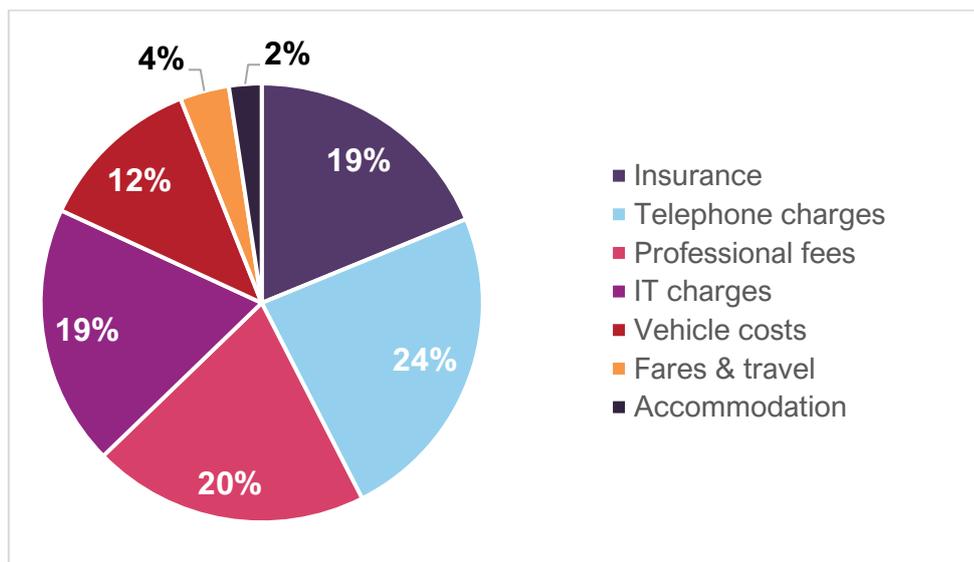
The following charts summarise the principal sources of income and expenditure during the period.



## Income



## Expenditure



## Donations

CtC received a total of £1,067 in voluntary donations during the period, of which £531 was collected via EasyFundraising, and £16 via Amazon Smile. Of the £520 received in individual donations, £494 was eligible for gift aid. £135 was received during the period in payment of reclaimed gift aid.

## Costs

CtC's main costs are insurance, Survey Monkey, telephone conferencing, and the website hosting plus a website care package. We are now (from May 2020) also paying for Zoom. Much of the software used by CtC does not currently cost anything, including MailChimp, Buddypress, Dropbox and Eventbrite.

## Reserves policy

The Trustees have considered the purpose and size of retained income and have set a policy of maintaining reserves equivalent to three months' normal operating costs. In view of the future expenditure commitments and the anticipated further commitments to be entered into shortly, the current level of reserves is considered to be appropriate. In reaching this conclusion the Trustees had regard to expected future income.



### **Restricted Fund**

CtC was awarded a grant of £10,000 by the Scottish Government from the Equality Fund in September 2015 to enable it to establish governance systems and communications. This money, together with donations from Visit Scotland and Highland and Islands Enterprise totalling £750, was being held in a restricted fund. Following completion of the project, a residual balance remained, and the trustees considered how these remaining funds could be spent in a manner that ensured compliance with the conditions set out in the original Offer of Grant. A decision was taken to use the remaining sum to pay for ongoing internet hosting and telephone conference service costs. The opening restricted fund balance at the start of the period was £524, and this was completely spent during the course of the year.

Approved by the Board of Trustees and signed on its behalf by

Neil Stevenson (Chair)

11<sup>th</sup> August 2020



## TRUSTEES' STATEMENT OF RESPONSIBILITIES

The trustees are responsible for preparing and approving the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

The law applicable to charities in Scotland requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that 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 and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the provisions of CtC's Constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF CHANGING THE CHEMISTRY

I report on the accounts of CtC for the period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020, comprising the statement of receipts and payments, the statement of balances and the related notes 1 to 4.

This report is made solely to the trustees of CtC, as a body, in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than CtC and its trustees as a body, for my work, for this report, or for the opinions I have formed.

### Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that the audit requirement of regulation 10 (1)(d) of the 2006 Regulations does not apply and that an independent examination is needed. The charity is preparing accounts on a Receipts and Payments basis and I am qualified to undertake the examination by being a qualified member of ICAEW.

It is my responsibility to examine the accounts as required under section 44 (1)(c) of the 2005 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 regulation 11 of the Regulations. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts 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:
  - to keep accounting records in accordance with section 44 (1)(c) of the 2005 Act and regulation 4 of the 2006 Regulations
  - to prepare accounts which accord with the accounting records and to comply with regulation 8 of the 2006 Regulationshave not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Stephen Williams, ACA

11th August 2020



## STATEMENT OF RECEIPTS AND PAYMENTS

(Period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020)

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
<b>RECEIPTS</b>					
Voluntary income (donations)		1,067	-	1,067	1,301
Trading income		8,905	-	8,905	2,220
Grants		-	-	-	-
Investment income		-	-	-	-
Reclaimed Gift Aid		135	-	135	184
<b>TOTAL RECEIPTS</b>	4			<b>10,107</b>	<b>3,705</b>
<b>PAYMENTS</b>					
Operational costs	2	1,485	524	2,009	967
Governance costs	3	464	-	464	485
<b>TOTAL PAYMENTS</b>	4			<b>2,473</b>	<b>1,452</b>
<b>SURPLUS FOR THE PERIOD</b>				<b>7,634</b>	<b>2,253</b>
<b>Fund balances brought forward</b>				<b>5,550</b>	<b>3,297</b>
<b>Fund balances carried forward</b>	4			<b>13,184</b>	<b>5,550</b>

All the above results derive from continuing operations.



## STATEMENT OF BALANCES

(as at 31st March 2020)

	Note	31 March 2020 £	31 March 2019 £
<b>FIXED ASSETS</b>			
Tangible fixed assets		-	-
		<hr/>	<hr/>
		-	-
		<hr/>	<hr/>
<b>CURRENT ASSETS</b>			
Bank accounts		13,184	5,550
		<hr/>	<hr/>
<b>NET CURRENT ASSETS</b>		<u>13,184</u>	<u>5,550</u>
		<hr/>	<hr/>
<b>FUNDS</b>			
Unrestricted funds	4	13,184	5,026
Restricted funds	4	-	524
		<hr/>	<hr/>
<b>TOTAL FUNDS</b>	4	<u>13,184</u>	<u>5,550</u>
		<hr/>	<hr/>

These financial statements of Changing the Chemistry SCIO, registered no. SC045519, were approved by the board of trustees and authorised for issue on the 7<sup>th</sup> July 2020.

Roger Duerden (Treasurer)

11<sup>th</sup> August 2020



## NOTES TO THE FINANCIAL STATEMENTS

Period ended 31<sup>st</sup> March 2020

### 1. Accounting policies

#### **Basis of preparation**

The financial statements have been prepared on the Receipts and Payments basis in accordance with the Charities & Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006 (as amended).

CtC has sufficient liquid assets and only commits to expenditure that is within its financial resources. The Trustees have reviewed the cash position of the charity and cash forecasts at the date of signing the financial statements and are satisfied that CtC will be able to meet all its financial commitments. After making enquiries, the Trustees have a reasonable expectation that CtC has adequate reserves to continue in operational existence for the foreseeable future. Whilst the Covid-19 pandemic has had a serious impact on the UK, CtC has not been materially affected because it has been able to switch to delivering its services, both to members and those organisations paying for advice and training, via webinars. Accordingly, the trustees continue to adopt the going concern basis in the preparation of these financial statements.

#### **Unrestricted funds**

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of CtC without a specified purpose, and which are available for use at the discretion of the trustees.

#### **Restricted funds**

Restricted funds represent donations or grants received which are allocated by the donor or grant body for specific purposes.

#### **Incoming resources**

All income is recognised in the statement of financial activities when received.

#### **Resources expended**

Resources expended are recognised in the period in which they are paid.

Governance costs comprise administration costs and legal and professional fees for the running of CtC itself as an organisation.

#### **Taxation**

The entity is a registered charity and the only trading activity CtC undertakes is primary purpose trading (providing advice and training to encourage diverse candidates to consider board roles) which contributes to CtC's charitable purposes and is therefore exempt from taxation. No trading activity took place during the period

#### **Cash flow statement**

The Charity is exempt from the requirement to include a cash flow statement as part of its financial statements.



## 2. Operational costs

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
IT charges	475	427
Telephone charges	587	511
Accommodation	59	-
Fares and travel	89	-
Vehicle costs	299	29
Website and member platform maintenance	500	-
	<u>2,009</u>	<u>967</u>

## 3. Governance and employee costs

Public liability and trustee indemnity insurance was purchased during the period.

CtC had no employees throughout the period. The trustees received no remuneration although expenses totalling £154.85 were refunded to trustees during the period.

## 4. Statement of funds

	<b>Balance</b>			<b>Balance</b>
	<b>31<sup>st</sup> March</b>	<b>Income</b>	<b>Expenditure</b>	<b>31<sup>st</sup> March</b>
	<b>2019</b>	<b>£</b>	<b>£</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Restricted funds	524	-	524	-
Unrestricted funds	5,026	10,107	1,949	13,184
Total funds	<u>5,550</u>	<u>10,107</u>	<u>2,473</u>	<u>13,184</u>

Expenditure from the restricted funds related to money spent on internet hosting and telephone conference service costs.