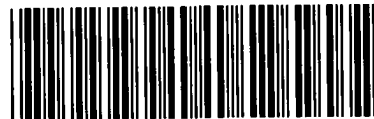


## **Leap Confronting Conflict**

### **Report and Financial Statements For the year ended 31 December 2021**

**Charity numbers:  
England and Wales: 1072376  
Scotland: SC041152  
Company number: 03628271**

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**LEAP CONFRONTING CONFLICT**

(A company limited by guarantee)

**Report and Financial Statements  
For the year ended 31 December 2021**

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**LEAP CONFRONTING CONFLICT  
TRUSTEES' REPORT  
For the year ended 31 December 2021**

The Board of Trustees presents its report and the audited financial statements for the year ended 31 December 2021.

**Reference and Administrative Details**

Charity registration numbers:  
England and Wales: 1072376  
Scotland: SC041152  
  
Company registration number: 03628271  
  
Registered office address: Wells House, Unit 7  
5-7 Wells Terrace  
Finsbury Park  
London  
N4 3JU

**Board of Trustees**

Mark Spelman	Chair
Peter Olawaye	Vice Chair
Rachel Sandby-Thomas	Vice Chair
Debbie Beaven	Treasurer (from 10 December 2021)
Tom Olsen	Treasurer (until 10 December 2021)
Matt Bell	Resigned 10 December 2021
Chantal Chang	
Reece Dopson	
Kanchan Jadeja	
Aaron Jean-Baptiste	
Deborah O'Neill	
Ashish Prashar	
Jan Levy	Appointed 10 December 2021
Nina Ma	Appointed 10 December 2021

**Company Secretary**

Leigh Gallagher (until 10 December 2021)  
Ruth Chapple (from 10 December 2021)

**Chief Executive (Key Management Personnel)**

Ben Kernighan

**Senior Management Team**

Sam Matthews (Resigned September 2021)  
Stephanie Papapavlou  
Ruth Chapple  
Gabin Sinclair-Constance  
Lucy French (Resigned February 2021)  
Lydie Saint-Marc Powell (appointed 5<sup>th</sup> February 2021)

**Auditors**

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

**Bankers**

National Westminster Bank plc, 490 Holloway Road, London, N7 6JBCAF (Charities Aid Foundation), 25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4TA

**LEAP CONFRONTING CONFLICT  
TRUSTEES' REPORT  
For the year ended 31 December 2021**

**Objectives and Activities**

The charity is a leading UK specialist in the field of youth and conflict, dedicated to delivering relevant, impactful, high-quality training and support programmes which enable young people and the adults in their lives to navigate conflict effectively.

Leap's objective is to work with young people to help them to navigate conflict effectively, to improve relationship and communications skills, build self-esteem and self-confidence and improve social and emotional wellbeing. Leap works with adults supporting young people to enable them to approach working with young people in conflict with enhanced empathy, self-reflection and connection. The trustees have referred to the public benefit guidance published by the Charity Commission and to the obligation in Section 17, Charities Act 2011, when reviewing the charity's aims and objectives and in planning future activities.

The main areas of charitable activity are:

1. The provision of structured training programmes for young people to enable them to navigate conflict effectively, foster healthy relationships, make positive decisions and inspire self-growth.
2. The delivery of training and consultancy programmes to adult practitioners who work with young people to increase their confidence and skills in managing youth conflict and developing the emotional wellbeing, resilience, and leadership skills of young people.
3. The exploration of emerging issues for young people in conflict, through an action research methodology, in order to design new high-impact programmes and to support the development of effective practice and policy for young people.

As a charity, our business model relies on donations to fund the delivery of high-quality programmes, which are evaluated both internally and externally together with external accredited qualifications.

To measure success the charity monitors the number of young people and adults trained and benchmarks those figures against targets set in the operational plan at the beginning of the year. The charity also monitors and measures qualitative changes in participants using their "Theory of Change" and "Journey of Change" evaluation tools. The charity also carries out longitudinal studies with participants to measure the long-term impact of the work.

In 2021, Leap's main programmes of delivery were:

- **Improving Prospects:** a community-based conflict navigation and personal development programme specifically designed for young people aged 15-21 who are facing significant conflict in their lives
- **Leadership & Enterprise:** a whole-group training and engagement programme for young people in the London Boroughs of Lambeth and Southwark
- **Under our Roof:** a programme that supports young people in care and their carers to navigate conflict effectively and build and maintain safe and supportive relationships
- **Rise Up:** a programme delivered in partnership with London Youth and Clore Social Leadership to develop London's youth sector leaders
- **Progression Routes:** a tailored 1:1 programme supporting young people to achieve their goals and access employment and training opportunities.

**LEAP CONFRONTING CONFLICT  
TRUSTEES' REPORT  
For the year ended 31 December 2021**

**Achievements and Performance**

Throughout 2021, Leap continued the delivery of its core programmes: Improving Prospects, Leadership and Enterprise and Under our Roof; delivering a total of 600 training sessions in the year.

In the second year of the pandemic, we continued to see its impact on our ability to deliver our group face-to-face training. Although we saw a rising interest in one-to-one support, this meant that we couldn't support as many young people as we had planned to. However, we supported **194** in 2021, as we moved closer to pre-pandemic levels of reach, and an increase from both 2020 and 2019 (165 and 229 respectively).

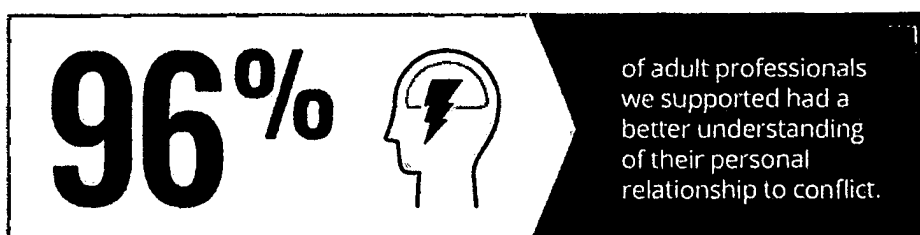
**87%** of young people reported that following a Leap course, they had a better understanding of conflict. Through the courses and the support from Programme Officers, young people reported gaining an increased ability to understand and identify the triggers that lead them to conflict, and instead adopt new ways of thinking and behaving to manage them. When asked 'what has changed the most' young people on the leadership courses said:

- 'My perspective to conflict'
- 'Me being aware of conflict and how I can use conflict'
- 'I understand how and what I can do in different situations if my life spirals out of control.'

**16** young people took part in our Progression Routes programme which provides coaching and employability training to young people. The programme has been the most severely affected by the pandemic as it relies on young people being referred from internal programmes. The focus for 2021 has been to support young people already engaged, and whose needs had naturally increased during these difficult times. Out of the young people supported, **5** have found employment and **7** have found apprenticeships.

**35** young people benefited from intense one-to-one sessions with Leap's Programme Officers and have access to long-term mentoring and support to re-engage with education. Initiatives like Reflective Sessions have particularly been useful for young people at risk of school exclusion to help them understand and deal with issues currently affecting them. Offering an individual-centred approach has helped to create a trusting relationship with young people, which has then given them the confidence and motivation to complete the programme.

The majority of our delivery in 2021 was for adult professionals (**449** completed Leap's training), which highlighted the importance of up-skilling the adults working with young people to better support them. **96%** of these adult professionals said after the training they had a better understanding of their personal relationship to conflict. We secured funding for the second phase of our Rise Up programme (training for youth workers) and launched the new programme last autumn. The programme is run in partnership with London Youth, Clore Social Leadership and Power the Fight.

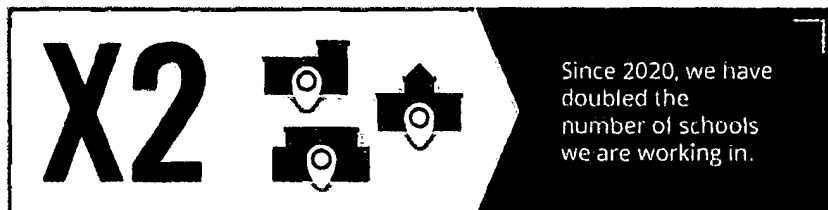


We successfully trained **84** youth workers as part of the Rise Up! Programme. The independent programme evaluation showed that **90%** had an increased understanding of conflict and **70%** were able to develop tools and strategies to manage conflict situations.

**LEAP CONFRONTING CONFLICT  
TRUSTEES' REPORT  
For the year ended 31 December 2021**

Other key achievements included:

- Creating our first podcast series – **Let's Talk Conflict**, which we co-designed and co-produced with a group of eight care-experienced young people.
- Launching a new early-intervention programme – **Take The Leap** - working with at-risk students during the transition from primary into secondary school.
- Designing a new online offer for youth practitioners, covering a range of topics such as wellbeing, trauma-informed approaches and conflict de-escalation.
- Doubling the number of schools we are working in – extending our reach across London and increasing our impact for students and their teachers.



**Organisational Development**

The pandemic presented many challenges for society and was not just a health crisis, but one that changed behaviours, attitudes and significantly impacted the economic conditions in the UK. We have used that time to reflect on those challenges and our achievements in spite of them. Like many organisations there have been pressures on our teams, the communities we support and on our finances.

Thanks to a grant from the Fidelity UK Foundation, we were able to commission an independent review of our programmes to help Leap identify key priority areas that will enable us to scale up our impact in a post-Covid context. The conclusion of this review was a reprioritisation of key organisational goals and confirmation by the Trustees that the key focus should be to continue the expansion of our London strategy, using a place-based approach through hyper-local strategic partnerships with other organisations.

The review also highlighted how Leap's work contributed to improving young people's social emotional skills and this has led us to explore frameworks of social-emotional learning to better integrate into our impact measurement and feed into the review of our Theory of Change.

Leap continued to work with The Social Business Trust to develop its social enterprise model and develop a new core narrative, better adapted to its new brand and business model.

Our work with The Whitehall Industry Group helped to identify key areas outside of London, where Leap could develop its presence in the future.

2021 also marked the last year of The Paul Hamlyn Foundation's capability support, which helped us to launch our new website and brand in the spring. Fundamental to our brand (and reputation) is our culture. With their support, we commissioned a full culture audit carried out by Leap's critical friend – Bayo Adelaja. At the core of this work is mapping the journey to become a truly anti-racist organisation, which the Board firmly believes is at the heart of creating a positive and inclusive culture within the organisation and in serving our communities.

One of Leap's key commitments towards this has been to focus on individual and collective relationships across the organisation and with its partners and donors. At the same time, we have been reflecting on what it means to be an anti-racist organisation and thinking carefully about the approach we need to take to get there, including re-evaluating the systems and structures that we have in place. We are determined to continue having these conversations, listening to our people, challenging inequalities, and continuing to build on this work over the long-term to get to where we need to be.

**LEAP CONFRONTING CONFLICT  
TRUSTEES' REPORT  
For the year ended 31 December 2021**

**Development of Leap's profile and influence**

The creation of two key posts in London – a London Director of London Programmes and a Deputy Director of London Programmes have helped create a stronger presence in London Boroughs where Leap operates: By having a dedicated London team, Leap have been able to develop partnerships linked to strategic planning and local priorities and delivery nuance in individual boroughs. This has led to joint working on development of programmes that are embedded into local need and gaps in infrastructure and ultimately deeper impact for Leap's work with a 'Hyper Local' context.

Our first podcast series – Let's Talk Conflict was listened to by 1,169 people (our target was 1,000). A key success of the podcast was that it led to a meeting with Chair of the Independent Review of Children's Social Care, Josh McAllister. Young people from the podcast group were able to submit key recommendations directly to him, with the review being finalised in spring 2022.

**Performance of fundraising activities**

For 2021, Leap achieved total income of just over £1,689,682 a decrease of 12.7% from 2020. Despite the charity benefiting from the support of some of the UK's largest grant makers in recognition of the value of its work, the loss of one of its largest funders due to a sudden change in their grant giving rules, created some challenges for Leap's income.

We introduced a number of new measures to diversify our income and lessen the charity's reliance on trusts and foundations income:

- Expanding the portfolio of grant makers through identifying new potential funders.
- Developing our digital presence to attract new supporters - an example is the creation of a 'Get involved' section on our website with a more prominent 'Donate' section.
- Our first digital fundraising campaign under The Big Give Christmas Challenge raised £22k (vs a target of £20k).
- Developing our social enterprise model, with support from The Social Business Trust. Our work with them led formalised in a two-year partnership worth £450k in financial & organisational support.
- Utilised some of our reserve during the year to invest in fundraising.

Leap is registered with the Fundraising Regulator and abides by their Code of Fundraising Practice. Leap does not engage in fundraising practices that are intrusive or put undue pressure on individuals to give.

**LEAP CONFRONTING CONFLICT  
TRUSTEES' REPORT  
For the year ended 31 December 2021**

**Plans for Future Periods**

Our Board has agreed the following key priorities for 2022:

- To continue delivering and developing our programmes, working with young people who have been challenged by conflict situations and supporting adults who interact with them. As part of this, we are developing hyper-local partnerships across London to create new referral pathways for young people. We are looking at ways to create more direct engagement with young people.
- To be the expert voice in conflict navigation for young people. To achieve this, we will work on improving our brand profile and create a new communications strategy that will support this. We are also working on creating a 'core narrative' that will help us be more consistent in the way we talk about our work and the people we work with.
- To create a culture for young people to be involved in, influence and co-create opportunities. We will continue our Youth Ambassadors Programme during the year (we have 8 young people on board) to create opportunities for them to be involved in Leap's work. We will also re-launch our Youth Involvement Group, inviting young people who have graduated from our programmes to join the group, to continue developing the skills gained from Leap training across diverse settings (for instance, in a corporate environment)
- To make sure we maintain strong organisational health: this is about making sure we are financially sustainable (a key priority will be income diversification – with growth potential having been identified from the corporate sector). It is also about having a culture where the Leap community (our staff, freelance trainers and young people) feels valued and supported.

The Board is mindful of the ongoing economic challenges that have resulted from Brexit and the pandemic, and which are now exacerbated by the War in Ukraine, all of which have created a "cost of living" crisis in the UK. The impact of these on Leap will be assessed regularly to ensure the long-term sustainability of the charity in order that it can deliver on its objectives for future generations.



**LEAP CONFRONTING CONFLICT  
TRUSTEES' REPORT  
For the year ended 31 December 2021**

**Financial Review**

**Overview of Financial Position**

Although 2020, in the midst of the pandemic, Leap had a surplus of funds, 2021 resulted in a deficit with income down 12.6% on 2020. Net expenditure (deficit) in 2020 was £77,116 compared to 2020 net income (surplus) of £153,783. The Board accepted the deficit in 2021 on the basis that over the 2-year period of the pandemic there was a net income (surplus) of £76,666.

Total income of £1.69m in 2021 represents a decrease of £244,987 from 2020. Total restricted income was £776,748 (2020: £553,843). Total unrestricted income was £1.38m (2020: £1.38m). The charity received unrestricted grants, donations and legacies totalling £805,595 (2020: £1,225,699). Sales and fees amounted to £107,287 (2020: £154,700).

The Balance Sheet at 31 December 2021 showed cash balances of £757,558 (2020: £892,296) and net assets of £853,162 (2020: £930,278). This is represented by unrestricted funds amounting to £619,053 (2020: £725,848) and restricted funds of £203,715 (2020: £204,430).

**Reserves Policy**

The Board of Trustees has examined the charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the free reserves (excluding fixed assets) held by the charity should be built up with an aim of having the equivalent of three months' total costs, plus ideally an additional £50,000 in reserves for piloting new projects and programmes or to invest further in income generation. The reserves are needed to meet the working capital requirements of the charity.

At 31 December 2021, the charity's free reserves (excluding fixed assets) of £619,053 is above this target, amounting to 3.48 months expenditure and £50,000 in addition. The trustees consider this is appropriate for the charity in these highly uncertain times.

**Risk Management**

Policies and procedures are in place to manage the charity's risks. The charity's risk register is reviewed at each meeting of the Risk, Audit & Governance Committee and annually by the Board of Trustees. The Senior Management Team identifies and develops strategies to mitigate the charity's main risks on a monthly basis.

The main risks, as identified by the Board of Trustees, are income generation, access to young people and staff well-being. To mitigate these risks, the charity is reviewing the income pipeline, is working with a larger range of partners to reach more young people and has established a well-being group to support staff. Leap also pays close attention to risks associated with safeguarding and child protection. In 2017, the charity undertook a comprehensive review of our safeguarding policies and procedures with the support of expert consultants and have implemented these new policies and procedures in 2018. In 2021 no serious safeguarding issues arose.

Throughout 2021 the charity continued to feel the impact and unexpected risks arising from the global Coronavirus pandemic, which has contributed to the cost-of-living crisis. The Trustees have been and continue to take prompt action to ensure the organisation reacts appropriately to the changing environment and challenges with a primary objective of ensuring the Charity's financial sustainability so it can continue to deliver its core mission.

**Investment Policy**

Other than the charity's own funds, which are invested separately in a secure deposit account, the grants received are held to maximise the return but in an account which is readily accessible, as the funds will be spent in the short term.

**LEAP CONFRONTING CONFLICT  
TRUSTEES' REPORT  
For the year ended 31 December 2021**

**Structure, Governance and Management**

Leap Confronting Conflict is a company limited by guarantee, a registered charity in England and Wales and in Scotland and is governed by its Memorandum and Articles of Association. Leap was founded by The Leavers - Quaker Community Arts Charity in 1987 and launched as an independent organisation on 1 January 1999. The names of the Trustees are set out on Page 3.

The directors of the company are also charity trustees for the purposes of charity law and, under the company's Articles, are known collectively as the Board of Trustees. Prospective trustees are recruited and interviewed, and under the requirements of the Memorandum and Articles of Association, elected by a simple majority of the Board of Trustees. Trustees serve for a period of three years, after which they may be re-elected for two further three-year terms.

Leap Confronting Conflict was established to advance education, particularly the personal and social education of young people, for the benefit of our communities. The governance of the charity is undertaken by its Board of Trustees, which meets quarterly and is responsible for overseeing the strategic direction and policy of the charity.

At the close of 2021 the Board had twelve members; they had access to advice on the progress of the work from the CEO, managers, individual project workers, and project advisory groups.

The Board of Trustees seeks to ensure that the needs of young people are appropriately reflected and represented. The Board includes members that have been beneficiaries of Leap's work and meets regularly with young users and young workers from its various projects. Since 2012, young people familiar with Leap's work have been full members of Leap's Board as Trustees to represent and support young people's views about the charity's priorities. Leap has been recognised across the sector for its involvement of young people throughout all facets of our work.

Governance, legal, financial, human resource and organisational skills along with criminal justice, youth and charity sectors and business experience are well represented on the Board of Trustees. In an effort to maintain this broad skill mix, the Board of Trustees periodically audits its skills and identifies gaps to be filled by recruitment.

The Secretary organises inductions for new trustees, who meet with the Chair, Board, Chief Executive and staff team to gain knowledge of the charity's work. The secretary provides an induction pack, with key information about the charity and its work. New trustees also attend Leap events and functions, and all trustees are required to complete safeguarding training.

All trustees are encouraged to attend Leap training courses and participate in working groups, events and interview panels in order to familiarise themselves with the core values of the organisation and Leap's approach to conflict and conflict management. They attend an annual day with a focus on review or design of strategic plans. This gives an opportunity to work in mixed teams with staff, trainers and young volunteers. The board has an annual budget to cover recruitment costs, meeting costs and consultancy or training as required for its members.

The Trustees met five times in 2021, to assist Leap in strategic management during the pandemic and monitor the delivery of business plans, oversee financial and risk management, and measure progress in capacity building, diversity, human resources and staff development.

The Board's governance is supported by subcommittees, which comprise trustees, expert volunteers and members of the senior management team. These are the Impact Committee, Safer Leap and the Risk, Audit & Governance Committee. During 2020 we also implemented a new Inclusion and Diversity Committee. All committees report and make recommendations to the Board.

**LEAP CONFRONTING CONFLICT  
TRUSTEES' REPORT  
For the year ended 31 December 2021**

The trustees are responsible for developing and overseeing the strategic direction of the charity and ensuring that best governance practice is in place. The trustees delegate the charity's operational management to the Chief Executive and Senior Management Team. In 2021, a team of 28 full-time equivalent, permanent staff with access to a flexible resource of more than 30 freelance specialist trainers delivered the direct programme work.

The Chief Executive, Ben Kernighan (appointed 2019) was on notice to leave the organisation in May 2022. During his notice period the Senior Management Team took additional responsibilities on and reported directly to the Chairman and Vice Chair every 2 weeks.

The Director of Finance and Resources and the Finance and Administration Officer have responsibility for the day-to-day financial and administrative management of the organisation. All senior managers undertake line management and supervision of relevant staff and volunteers and ensure that the teams develop their skills and working practices in line with the organisation's values and best practice.

Remuneration of all staff is set through the charity's Salary Policy, which was established in conjunction with a benchmarking exercise comparing pay scales across the sector. Leap has salary bands for different roles, and clear guidelines for possible inflationary and performance-related increases.

**Volunteers at Leap**

Leap engages a small number of volunteers who provide high level pro-bono advice in areas including fundraising and marketing.

**LEAP CONFRONTING CONFLICT  
TRUSTEES' REPORT  
For the year ended 31 December 2021**

**Statement of Trustees' Responsibilities**

The trustees (who are also directors of Leap Confronting Conflict for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures 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 trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

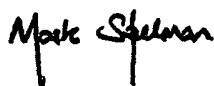
**Exemption statement**

The Trustees' Report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

**Auditors**

Myrus Smith was re-appointed as the charitable company's auditors during the year and has expressed its willingness to continue in that capacity.

**Approved by the Board of Trustees on 14<sup>th</sup> July 2022 and signed on its behalf by**



**Mark Spelman  
Chair**

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: LEAP CONFRONTING CONFLICT**

### **Opinion**

We have audited the financial statements of Leap Confronting Conflict (the 'charitable company') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF: LEAP CONFRONTING CONFLICT**

### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

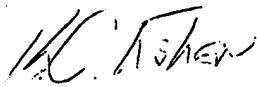
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF:  
LEAP CONFRONTING CONFLICT**

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Kevin Fisher BA FCA CTA (Senior Statutory Auditor)  
For and on behalf of Myrus Smith  
Chartered Accountants and Statutory Auditor

July 2022

Norman House  
8 Burnell Road  
Sutton, Surrey  
SM1 4BW

**LEAP CONFRONTING CONFLICT  
STATEMENT OF FINANCIAL ACTIVITIES  
(Incorporating Income and Expenditure Account)  
For the year ended 31 December 2021**

	Notes	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Total £
<b>Income and endowments from:</b>					
Donations and legacies	2	805,595	-	805,595	1,225,699
Charitable activities	3	107,287	776,748	884,035	708,543
Investments	4	52	-	52	427
		<u>912,934</u>	<u>776,748</u>	<u>1,689,682</u>	<u>1,934,669</u>
<b>Expenditure on:</b>					
Raising funds	5	223,326	-	223,326	212,143
Charitable activities	6	766,009	777,463	1,543,472	1,568,744
		<u>989,335</u>	<u>777,463</u>	<u>1,766,798</u>	<u>1,780,887</u>
<b>Net Income/ (Expenditure)</b>	7	(76,401)	(715)	(77,116)	153,782
Transfer between funds		-	-	-	-
<b>Net movement in funds</b>		(76,401)	(715)	(77,116)	153,782
Total funds brought forward		725,848	204,430	930,278	776,496
<b>Total funds carried forward</b>	18	<u>649,447</u>	<u>203,715</u>	<u>853,162</u>	<u>930,278</u>

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

The accompanying notes form part of these Financial Statements.



**LEAP CONFRONTING CONFLICT  
BALANCE SHEET  
As at 31 December 2021**

	Notes	2021		2020	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible fixed assets	9		30,395		27,562
<b>CURRENT ASSETS</b>					
Stock of publications		-		430	
Debtors	10	155,857		112,728	
Cash at bank		<u>757,558</u>		<u>892,296</u>	
		913,415		1,005,454	
<b>CREDITORS</b>					
Amounts falling due within one year	11	<u>(86,093)</u>		<u>(96,627)</u>	
<b>NET CURRENT ASSETS</b>			827,322		908,827
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>857,717</u>		<u>936,389</u>
<b>CREDITORS</b>					
Amounts falling due after more than one year	12		(4,555)		(6,111)
<b>NET ASSETS</b>	19		<u>853,162</u>		<u>930,278</u>
<b>Represented by:</b>					
Unrestricted Funds	18		649,447		725,848
Restricted Funds	18		<u>203,715</u>		<u>204,430</u>
			<u>853,162</u>		<u>930,278</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The accompanying notes form part of these Financial Statements

Approved by the Board of Trustees on 14 July 2022

*Mark Spelman*

Mark Spelman  
Chair

**LEAP CONFRONTING CONFLICT**  
**CASH FLOW STATEMENT**  
For the year ended 31 December 2021

	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Net income per statement of financial activities	(77,116)	153,782
<b>Adjustments for:</b>		
Depreciation charges	20,066	16,491
Interest receivable	(52)	(427)
Decrease in stocks	430	-
(Increase)/decrease in debtors	(43,128)	83,061
Decrease/increase in creditors	(12,090)	8,215
<b>Net cash (used in) / provided by operating activities</b>	<b>(111,890)</b>	<b>261,122</b>
<b>Cash flows from investing activities</b>		
Interest received	52	427
Purchase of tangible fixed assets	(22,900)	(1,650)
<b>Net cash (used in) investing activities</b>	<b>(22,848)</b>	<b>(1,223)</b>
<b>Change in cash and cash equivalents in the year</b>	<b>(134,738)</b>	<b>259,899</b>
Cash and cash equivalents brought forward	892,296	632,397
<b>Cash and cash equivalents carried forward</b>	<b><u>757,558</u></b>	<b><u>892,296</u></b>
<b>Analysis of cash and cash equivalents</b>	<b>2021</b>	<b>2020</b>
		£
<b>Cash at bank</b>	<b><u>757,558</u></b>	<b><u>892,296</u></b>

**LEAP CONFRONTING CONFLICT**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 December 2021**

**1 ACCOUNTING POLICIES**

**a) Basis of accounting**

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are presented in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**b) Company status**

The charity is also a private company (no. 03628271), limited by guarantee, has no share capital and is registered in England and Wales. In the event of the company being wound up, each member is liable to contribute an amount not exceeding £1. The registered office of the company is given in the Reference and Administrative Details on page 3.

**c) Stock**

Stocks of publications are shown at the lower of cost or net realisable value.

**d) Capital items & depreciation**

Office equipment and fixtures and fittings costing more than £500 are capitalised and depreciated using the straight-line method over four years. Project assets that are fully grant funded are written off in the year of purchase.

**e) Income**

Items of income are recognised in the Statement of financial Activities (SOFA) when all of the following criteria are met:

- The charity is entitled to the funds;
- any performance conditions have been met;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Donations, legacies and grants are recognised when the charity has been notified of the amount and the settlement date in writing or, if earlier, when the funds are received. If there are conditions which require a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

In the case of multi-year grants, income is recognised in accordance with agreed budgets and specified or implied timeframes. Amounts received but which relate to future accounting periods are accounted for as deferred income. The aggregate of future grant instalments not yet received or accrued for is disclosed as a contingent asset.

Fees earned from the sale of training courses and publications are measured at the fair value of the consideration receivable. For training courses, a sale is recognised once a training course has been provided. For publications, a sale is recognised when the goods have been delivered to the customer.

**LEAP CONFRONTING CONFLICT**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 December 2021**

**f) Expenditure**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the associated expense heading.

Expenditure on raising funds includes those costs incurred on attracting donations and grant funding.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Expenditure is allocated under the principal categories of the SOFA on a basis designed to reflect the use of the resource. Direct costs relating to a particular activity are allocated directly, support costs are allocated on the basis of staff time.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

**g) Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

**h) Operating leases**

Rentals under operating leases are charged on a straight-line basis over the term of the lease or until the next review date if earlier.

**i) Pension costs**

The charity operates a defined contribution pension scheme. Contributions payable to the scheme are charged to the SOFA in the year to which they relate.

<b>2 INCOME FROM DONATIONS AND LEGACIES</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Core support grants	563,678	955,635
Donations	241,917	240,064
Legacies	-	30,000
	<b><u>805,595</u></b>	<b><u>1,225,699</u></b>

Income from donations and legacies is comprised entirely of unrestricted funds in 2021 and 2020.

**LEAP CONFRONTING CONFLICT**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 December 2021

**3 INCOME FROM CHARITABLE ACTIVITIES**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Sales of Training and Publications	107,287	154,700
Grants		
Improving Prospects	162,566	180,624
Leadership & Enterprise	200,811	160,333
Rise Up	120,565	48,062
Under Our Roof	125,000	41,000
Fear & Fashion	-	12,000
Expert Advice and Support Fund	-	27,632
Take the Leap	50,000	-
Progression Routes	40,015	-
Delivery Capacity Fund	-	150
Co-production Support	23,000	-
Wellbeing Grant	400	-
Zeta Global	-	5,000
My Best Life	-	4,360
Digital Development	-	74,682
Expert Advice	54,391	-
	<b><u>884,035</u></b>	<b><u>708,543</u></b>

Of the £884,035 recognised in 2021 (2020: £708,543), £776,748 was restricted funds (2020: £553,843) and £107,287 (2020: £154,700) unrestricted funds.

**4 INCOME FROM INVESTMENT**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Bank interest	<u>52</u>	<u>427</u>
	<b><u>52</u></b>	<b><u>427</u></b>

Income from investments is comprised entirely of unrestricted funds in 2021 and 2020.

**5 EXPENDITURE ON RAISING FUNDS**

	<b>2021</b>	<b>2021</b>	<b>2021</b>	<b>2020</b>
	<b>Direct</b>	<b>Support</b>	<b>Total</b>	<b>Total</b>
	<b>Costs</b>	<b>Costs</b>	<b>£</b>	<b>£</b>
	<b>£</b>	<b>£</b>		
Staff costs	156,567	22,246	178,813	176,060
Events & development	<u>14,480</u>	<u>30,033</u>	<u>44,513</u>	<u>36,083</u>
	<b><u>171,047</u></b>	<b><u>52,279</u></b>	<b><u>223,326</u></b>	<b><u>212,143</u></b>

Expenditure on raising funds is comprised entirely of unrestricted funds in 2021 and 2020.

**LEAP CONFRONTING CONFLICT**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 December 2021

**6 EXPENDITURE ON CHARITABLE ACTIVITIES**

	2021 Direct Costs £	2021 Support Costs £	2021 Total £	2020 Total £
<b>Analysed by activity:</b>				
Improving Prospects	324,014	61,177	385,191	347,504
Leadership & Enterprise	220,918	43,058	263,976	294,237
Rise Up	133,656	40,727	174,383	58,280
Under Our Roof	173,349	33,851	207,200	203,025
Take the Leap	41,415	20,528	61,943	-
Power Up!	-	-	-	82,979
Conflict Management Programmes	196,771	48,450	245,221	338,563
Fear & Fashion	48,093	16,484	64,577	34,928
Progression Routes	21,291	11,934	33,225	-
Programme Development	90,812	16,944	107,756	209,228
	<u>1,250,319</u>	<u>293,153</u>	<u>1,543,472</u>	<u>1,568,744</u>

**Analysed by nature:**

	2021 £	2020 £
<b>Direct Costs</b>		
Delivery staff salaries	857,367	916,523
Trainer fees	153,042	182,727
Other delivery costs	114,745	29,647
Curriculum & evaluation development	29,020	71,382
Policy, events and reports	42,576	7,295
Recruitment, HR and staff training	34,455	25,275
Consultancy fees	19,114	7,575
	<u>1,250,319</u>	<u>1,240,424</u>
<b>Support Costs</b>		
Premises costs	66,181	88,368
Office Expansion & IT Upgrade	-	-
Office & IT costs	77,774	71,694
Core staff salaries	124,206	135,150
Governance		
Staff costs	18,623	20,584
Audit fees	4,560	4,020
Trustees' expenses, inc. recruitment & strategy development	1,809	4,486
	<u>293,153</u>	<u>328,320</u>
	<u>1,543,472</u>	<u>1,568,744</u>

Of the £1,543,472 expenditure in 2020 (2020: £1,568,744), £777,463 was restricted funds (2020: £675,284) and £766,009 was unrestricted funds (2020: £893,460).

**LEAP CONFRONTING CONFLICT**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 December 2021

**7 NET INCOME**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
This is stated after charging:		
Depreciation	20,086	16,491
Audit fees	4,560	4,440
Operating lease rentals	<u>46,530</u>	<u>72,984</u>

**8 TOTAL STAFF COSTS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Salaries	1,021,951	1,079,162
Employer's National Insurance	99,604	106,029
Employer's Pension Costs	60,789	65,827
Pension Deficit Costs	-	-
Recruitment, Training and Travel	41,628	25,790
Temps and Agency Staff	-	-
	<u>1,223,972</u>	<u>1,276,808</u>

Details of employees who received total employee benefits  
(excluding employer pension costs) in excess of £60,000  
are as follows:

	<b>2021</b>	<b>2020</b>
	<b>No.</b>	<b>No.</b>
£70,000 - £80,000	-	-
£80,000 - £90,000	<u>1</u>	<u>1</u>

The number of staff (full-time equivalent) during the year

	<b>2021</b>	<b>2020</b>
	<b>No.</b>	<b>No.</b>
Charitable Activities	18.0	20.6
Fundraising and publicity	5.0	2.7
Support	<u>5.0</u>	<u>4.9</u>
	<u>28.0</u>	<u>28.2</u>

	<b>2021</b>	<b>2020</b>
	<b>No.</b>	<b>No.</b>
Average monthly number of staff	<u>33</u>	<u>32</u>

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Total employee benefits* of key management personnel	<u>85,766</u>	<u>97,008</u>

\*employee benefits are comprised of gross pay, employer NI and employer pension contributions.

**LEAP CONFRONTING CONFLICT**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 December 2021

**9 FIXED ASSETS**

**Fixtures, fittings and equipment**

	2021 £	2020 £
<b>Cost</b>		
At 1 January 2021	116,879	115,229
Additions in year	22,899	1,650
<b>At 31 December 2021</b>	<b>139,778</b>	<b>116,879</b>
<b>Depreciation</b>		
At 1 January 2021	89,317	72,826
Charge for the year	20,066	16,491
<b>At 31 December 2021</b>	<b>109,383</b>	<b>89,317</b>
<b>Net book values at 31 December 2021 &amp; 2020</b>	<b>30,395</b>	<b>27,562</b>

**10 DEBTORS**

	2021 £	2020 £
Trade debtors	10,135	11,000
Staff loans	958	-
Prepayments & other debtors	41,530	41,234
Accrued income	103,234	60,494
	<b>155,857</b>	<b>112,728</b>

**11 CREDITORS: Amounts falling due within one year**

	2021 £	2020 £
Trade creditors	41,480	23,733
Deferred Income	6,715	20,000
Accrued expenses	5,247	11,683
Payroll creditors	32,651	29,773
Other creditors	-	11,438
	<b>86,093</b>	<b>96,627</b>

Deferred income relates to grants and donations received in advance of the next financial year and invoiced sales of training, the delivery of which takes place in the next financial year. An analysis of movements is shown below:

**Deferred income**

	2021 £
Opening deferred income	20,000
Amounts deferred in the year	6,715
Released to income	(20,000)
	<b>6,715</b>

**12 CREDITORS: Amounts falling due after one year**

	2021 £	2020 £
Pension liability (refer to note 14)	4,555	6,111



**LEAP CONFRONTING CONFLICT**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 December 2021

**13 OPERATING LEASE - MINIMUM LEASE PAYMENTS**

	2021 £	2020 £
Minimum lease payments due:		
Within 1 year	44,964	46,530
Between 2 and 5 years	<u>77,560</u>	<u>129,267</u>
<b>Total minimum lease payments</b>	<b><u>122,524</u></b>	<b><u>175,797</u></b>

**14 CONTINGENT LIABILITIES**

**The Pension Trust – The Growth Plan**

The charity participates in the above multi-employer pension scheme which provides benefits to some 1,300 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the charity to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the charity is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This actuarial valuation showed assets of £795m, liabilities of £926m and a deficit of £131m. To eliminate this funding shortfall, the trustees and the participating employers have agreed that additional contributions will be paid to the scheme as follows:

From 1 April 2019 to 31 January 2025, £11.24m per annum (payable monthly and increasing by 3% each on 1st April). The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

The charity's share of the recovery plan contributions amounts to £1,757 per annum, increasing by 3% each year up to 31 January 2025.

The full amount of the contributions due under the original recovery plan which commenced in April 2013 totalling £11,741, was recognised as an expense in the year ended 31 December 2013. The recovery plan was subsequently amended with effect from 1 April 2016 and this resulted in an additional liability of £4,581 which was recognised as an expense in the year ended 31 December 2016.

As a result of the most recent change to the recovery plan, effective from 1 April 2019, an additional liability of £1,670 was recognised as an expense in the year ended 31 December 2018.

The estimated debt on withdrawal from the scheme is £55,239 (effective date September 2020).

**LEAP CONFRONTING CONFLICT**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 December 2021

**15 CONTINGENT ASSETS - GRANT FUNDING**

	2021 £	2020 £
Total grant funding awarded but not recognised as income as at 31 December 2021 & 2020	<u>1,197,667</u>	<u>890,110</u>

**16 RELATED PARTIES TRANSACTIONS**

No trustee received remuneration for their trusteeship in 2021 or 2020. £109 of travel and subsistence was reimbursed in 2021 to two trustees.

	2021 £	2020 £
Unrestricted donations from related parties	<u>16,471</u>	<u>15,885</u>

**17 TAXATION**

No Corporation Tax has been provided in these financial statements because the company, a registered charity, is within the exemption granted by Part 11 of the Corporation Tax Act, 2010.

**18 FUNDS STATEMENT**

	01-Jan 2021 £	Income £	Expenditure £	31-Dec 2021 £
<b>RESTRICTED FUNDS</b>				
Improving Prospects	75,007	162,566	237,573	-
Leadership & Enterprise	57,379	200,811	178,530	79,660
Rise Up	22,656	120,565	128,579	14,642
Under Our Roof	21,686	125,000	113,624	33,062
Fear & Fashion	16,527	-	16,527	-
Take the Leap	-	50,000	7,919	42,081
Progression Routes	-	40,015	20,000	20,015
Co-production Support	-	23,000	14,144	8,856
Wellbeing grant	-	400	-	400
Zeta Global	5,000	-	-	5,000
Capacity Building Consultancy	-	15,000	15,000	-
Expert Advice	-	39,391	39,391	-
Capacity Building Fund	6,175	-	6,175	-
<b>Total Restricted Funds</b>	<u>204,430</u>	<u>776,748</u>	<u>777,463</u>	<u>203,715</u>
<b>UNRESTRICTED FUNDS</b>				
General fund	724,848	912,934	989,335	649,447
<b>Total Unrestricted Funds</b>	<u>724,848</u>	<u>912,934</u>	<u>989,335</u>	<u>649,447</u>
<b>Total Project Funds</b>	<u>930,278</u>	<u>1,689,682</u>	<u>1,766,798</u>	<u>853,162</u>

Details relating to the funds listed above can be found in the Trustees' Report.

**LEAP CONFRONTING CONFLICT**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 December 2021

**18 FUNDS STATEMENT / Cont.**

Comparative information for the movement in funds is as follows:

	01-Jan 2020 £	Income £	Expenditure £	31-Dec 2020 £
<b>RESTRICTED FUNDS</b>				
Improving Prospects	28,802	180,624	134,419	75,007
Leadership & Enterprise	59,633	160,333	162,587	57,379
Rise Up	-	48,062	25,406	22,656
Power Up!	52,118	-	52,118	-
Under Our Roof	136,009	41,000	155,323	21,686
Fear & Fashion	16,537	12,000	12,010	16,527
Expert Advice and Support Fund	-	27,632	27,632	-
Evaluation Capacity Fund	3,750	-	3,750	-
Co-production Support	17,772	150	17,922	-
Zeta Global	-	5,000	-	5,000
My Best Life	-	4,360	4,360	-
Digital Development	-	74,682	74,682	-
Capacity Building Fund	11,250	-	5,075	6,175
<b>Total Restricted Funds</b>	<b>325,871</b>	<b>553,843</b>	<b>675,284</b>	<b>204,430</b>
<b>UNRESTRICTED FUNDS</b>				
General fund	450,625	1,380,826	1,105,603	724,848
<b>Total Unrestricted Funds</b>	<b>450,625</b>	<b>1,380,826</b>	<b>1,105,603</b>	<b>724,848</b>
<b>Total Project Funds</b>	<b>776,496</b>	<b>1,934,669</b>	<b>1,780,887</b>	<b>930,278</b>

**LEAP CONFRONTING CONFLICT  
NOTES TO THE FINANCIAL STATEMENTS  
For the year ended 31 December 2021**

**19 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS**

	2021 Unrestricted £	2021 Restricted £	2021 Total £
<b>Fixed Assets</b>			
Tangible fixed assets	<u>30,395</u>	<u>-</u>	<u>30,395</u>
<b>Current Assets</b>			
Stock	-	-	-
Debtors	155,857	-	155,857
Cash and bank	<u>553,843</u>	<u>203,715</u>	<u>757,558</u>
	<u>709,700</u>	<u>203,715</u>	<u>913,415</u>
<b>Liabilities</b>			
Creditors falling due within one year	86,093	-	89,093
Creditors falling due after one year	<u>4,555</u>	<u>-</u>	<u>4,555</u>
	<u>90,648</u>	<u>-</u>	<u>90,648</u>
<b>Net assets</b>	<u><u>649,447</u></u>	<u><u>203,715</u></u>	<u><u>853,162</u></u>

Comparative information for the net assets and liabilities between funds is as follows:

	2020 Unrestricted £	2020 Restricted £	2020 Total £
<b>Fixed Assets</b>			
Tangible fixed assets	<u>27,562</u>	<u>-</u>	<u>27,562</u>
<b>Current Assets</b>			
Stock	430	-	430
Debtors	93,965	18,763	112,728
Cash and bank	<u>677,802</u>	<u>214,494</u>	<u>892,296</u>
	<u>772,197</u>	<u>233,257</u>	<u>1,005,454</u>
<b>Liabilities</b>			
Creditors falling due within one year	67,800	28,827	96,627
Creditors falling due after one year	<u>6,111</u>	<u>-</u>	<u>6,111</u>
	<u>73,911</u>	<u>28,827</u>	<u>102,738</u>
<b>Net assets</b>	<u><u>724,848</u></u>	<u><u>204,430</u></u>	<u><u>930,278</u></u>

**LEAP CONFRONTING CONFLICT**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 December 2021**

**21 SUPPORTERS & DONORS**

We are grateful for the positive response and flexibility we received to help our organisation face the pandemic. This played vital role in ensuring Leap could direct support where it was most urgently needed and adapt our programmes to support young people.

Everyone involved in all of Leap Confronting Conflict's projects would like to thank all those who have supported our work in 2021, including many individuals and the following organisations.

BBC Children in Need  
Beggars Group  
Blackstone Group  
Blagrove Trust  
Bloomberg LP  
Camden Council  
Capital Group  
Charles Hayward Foundation  
CHK Foundation  
Clothworkers' Foundation  
Constable Educational Trust Limited  
Esmee Fairbairn Foundation  
Fidelity UK Foundation  
Garfield Weston Foundation  
John Armitage Charitable Trust  
John Laing Charitable Trust  
Kurt and Magda Stern Foundation  
Lambeth Council  
London Service Quaker Trust  
London Stock Exchange Foundation  
National Lottery Community Fund  
Paul Hamlyn Foundation  
Rayne Foundation  
Social Business Trust  
Stone Family Foundation  
Treebeard Trust  
Tuixen Family  
Utley Foundation