

Charity Registration No. 1147616

Company Registration No. 08033634 (England and Wales)

**LEADERSHIP THROUGH SPORT AND BUSINESS**  
**A COMPANY LIMITED BY GUARANTEE**  
**ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

THURSDAY



\*A72RUCRU\*

A08

29/03/2018

#334

COMPANIES HOUSE

**LEADERSHIP THROUGH SPORT AND BUSINESS  
A COMPANY LIMITED BY GUARANTEE  
LEGAL AND ADMINISTRATIVE INFORMATION**

---

<b>Trustees</b>	Ms S Ebanja Mr D E Gurner Mr D Pinchin Mr D M Rockman Ms C Adair Sheridan Mr M W Braithwaite Mr S R Humphrey Ms L E Barclay His Honour Judge P N Lodder QC (Appointed 8 March 2017)
<b>Secretary</b>	Brabners Secretaries Limited
<b>Charity number</b>	1147616
<b>Company number</b>	08033634
<b>Registered office</b>	c/o Brabners LLP Horton House Exchange Flags Liverpool L2 3YL
<b>Independent examiner</b>	Jean Ellis BA FCA CTA DSG Castle Chambers Liverpool L2 9TL

---

**LEADERSHIP THROUGH SPORT AND BUSINESS**  
**A COMPANY LIMITED BY GUARANTEE**  
**CONTENTS**

---

	<b>Page</b>
Trustees' report	1 - 3
Independent examiner's report	4
Statement of financial activities	5
Balance sheet	6
Notes to the accounts	7 - 15

---

**LEADERSHIP THROUGH SPORT AND BUSINESS  
A COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 30 JUNE 2017**

---

The Trustees present their report and accounts for the year ended 30 June 2017.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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) (effective 1 January 2015)" Update Bulletin 1.

**Objectives and activities**

Leadership Through Sport & Business (LTSB) is a national social mobility charity delivering supported apprenticeships in London, Birmingham and Manchester (plus Liverpool from September 2017).

Our objective is to help bright, ambitious young people who face disadvantage prepare for the world of work and provide them with access to careers in business and finance.

Through intensive training and partnerships with blue-chip companies and elite football foundations, our life-changing supported accountancy apprenticeship programme develops young people personally and professionally, and better prepares them for the business world.

We don't just help young people become more employable, we help them into employment. Once placed we continue to support our young people throughout their apprenticeship until completion. Additionally we help our Alumni progress their careers over the longer term.

LTSB may also pursue such other charitable purpose or purposes according to the law of England and Wales as the Trustees in their absolute discretion shall select from time to time.

During the period the charity has continued to grow, adding Manchester City FC's Foundation "City in the Community", to its existing football club foundation partners. We have also launched our new partnership with Liverpool FC Foundation for our September 2017 Intake and we are in the process of negotiating to add Tottenham Hotspur Foundation in 2018.

The five cohorts (3 in London, 1 in Birmingham and 1 in Manchester) in the period totaled 88 who studied either at local FE colleges or with Kaplan.

The growth in the charity was also reflected in increases in the number of Corporate employers and supporters, staff and funding activities.

The preparation for work and ongoing enrichment programmes including employability skills, Mock Trials, Business Games, Negotiating games, conferences including our Women in Finance day and Guest Speaking events continued to grow also.

The charity's objective is to find career making employment for young people who lack social capital but who are talented and bright, with a focus also on diversity and gender equality. The result not only transforms the life of the young person but also positively impacts the students' families and communities. Employers also benefit in terms of CSR, a more diverse and gender balanced work force and an improved bottom line.

**LEADERSHIP THROUGH SPORT AND BUSINESS  
A COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 30 JUNE 2017**

**Achievements and performance**

The statistics below are encouraging and include not only those relating to the year past and present but also the 6th intake who joined the programme in September 2017.

<b>STATS TO DATE:</b>	
<b>Intakes 2012 – 2015: Programmes completed / Alumni</b>	<ul style="list-style-type: none"> <li>144 Young people</li> <li>98 male / 46 female</li> <li>99 Black, Asia, Minority, Ethnic (BAME)</li> </ul>
<b>Intake 2016: Phase 2 – Placed in AAT Level 3 apprenticeships</b>	<ul style="list-style-type: none"> <li>88 Young people</li> <li>57 male / 31 female</li> <li>54 BAME</li> </ul>
<b>Intake 2017: Phase 1: Preparation and Transition into Work</b>	<ul style="list-style-type: none"> <li>100 Young people</li> <li>64 male / 36 female</li> <li>69 BAME</li> <li>6 cohorts in 4 cities in UK – Liverpool, Manchester, Birmingham and London</li> </ul>
<b>OUTCOMES:</b>	
<b>2012-2015 Intakes</b>	<ul style="list-style-type: none"> <li>128 / 144 - placed in AAT Level 3 apprenticeships (89%)</li> <li>114 completed placement (89% of those placed)</li> <li>96 completed AAT Level 3 exams (75% of those placed)</li> <li>67 were retained by apprenticeship employers (67.5% of those placed),</li> <li>91 are still employed in business or finance with salaries of £21.5 to £33.5k</li> <li>41 have progressed to AAT Level 4 (32% of placed, 42.7% of L3 completions)</li> <li>9 have progressed to professional qualifications (7% of placed, 9% of L3 completions)</li> </ul>
<b>2016 Intake</b>	<ul style="list-style-type: none"> <li>66 of 88 young people in the 2016 Intake have been placed in AAT Level 3 apprenticeships with an average salary of £14,250, significantly higher than apprenticeship wage, and greatly increasing their chances of completion.</li> </ul>

**Financial review**

In the period total incoming resources were £398,398 (2016: £254,359) and total outgoing resources £377,834 (2016: £249,648) producing a surplus of £20,564 (2016: £4,711) for the period. At the year end the charity had net assets of £54,548 (2016: £33,984).

**Reserves policy**

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised.

**Risks**

The Trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

**LEADERSHIP THROUGH SPORT AND BUSINESS  
A COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 30 JUNE 2017**

---

**Public benefit**

The Trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding the activities undertaken by the Charity during the year. The Trustees are satisfied that the information provided in the report and accounts meets the public benefit reporting requirements.

**Plans for the future**

Future plans are to further expand the charity to transform the lives of even more young people per annum in existing and additional new locations in the U.K.

**Structure, governance and management**

The charity is a company limited by guarantee incorporated on 17th April 2012. Its governing document is its Memorandum and Articles of Association. None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £10 in the event of a winding up.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Ms S Ebanja

Mr D E Gurner

Mr D Pinchin

Mr D M Rockman

Ms C Adair Sheridan

Mr M W Braithwaite

Mr S R Humphrey

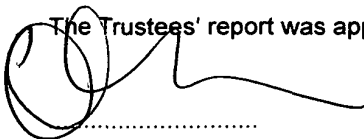
Ms L E Barclay

His Honour Judge P N Lodder QC

(Appointed 8 March 2017)

The charity reviews and continues to recruit new trustees to ensure the board has the range of skills and experience necessary to comply with its collective responsibility. Trustees are appointed in accordance with the provision's of the charity's Memorandum and Articles of Association.

The Trustees' report was approved by the Board of Trustees.



Mr D Pinchin

Trustee

Dated: FEB 28<sup>th</sup> 2018

**LEADERSHIP THROUGH SPORT AND BUSINESS  
A COMPANY LIMITED BY GUARANTEE  
INDEPENDENT EXAMINER'S REPORT  
TO THE TRUSTEES OF LEADERSHIP THROUGH SPORT AND BUSINESS**

---

I report on the accounts of the charity for the year ended 30 June 2017, which are set out on pages 5 to 15.

**Respective responsibilities of Trustees and examiner**

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

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

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

**Basis of independent examiner's report**

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the 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 the 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 next statement.

**Independent examiner's statement**

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

- (a) which gives me reasonable cause to believe that in any material respect the requirements:
  - (i) to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - (ii) to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities;have not been met or
- (b) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Jean Ellis BA FCA CTA  
member of the ICAEW  
DSG  
Castle Chambers  
43 Castle Street  
Liverpool  
L2 9TL

Dated: .....

28/2/18

**LEADERSHIP THROUGH SPORT AND BUSINESS  
A COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 30 JUNE 2017**

	Notes	2017 £	2016 £
<b><u>Income from:</u></b>			
Donations and legacies	3	259,950	217,457
Charitable activities	4	69,577	25,702
Other trading activities	5	68,871	11,200
<b>Total income</b>		<b>398,398</b>	<b>254,359</b>
<b><u>Expenditure on:</u></b>			
Raising funds	6	18,491	1,638
Charitable activities	7	359,343	248,010
<b>Total resources expended</b>		<b>377,834</b>	<b>249,648</b>
<b>Net income for the year/ Net movement in funds</b>		<b>20,564</b>	<b>4,711</b>
Fund balances at 1 July 2016		33,984	29,273
<b>Fund balances at 30 June 2017</b>		<b>54,548</b>	<b>33,984</b>

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.



**LEADERSHIP THROUGH SPORT AND BUSINESS  
A COMPANY LIMITED BY GUARANTEE  
BALANCE SHEET  
AS AT 30 JUNE 2017**

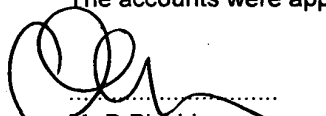
	Notes	2017 £	£	2016 £	£
<b>Fixed assets</b>					
Tangible assets	12		1,353		2,809
<b>Current assets</b>					
Debtors	13	616		385	
Cash at bank and in hand		84,753		36,584	
		<u>85,369</u>		<u>36,969</u>	
<b>Creditors: amounts falling due within one year</b>	14	<u>(32,174)</u>		<u>(5,794)</u>	
Net current assets			53,195		31,175
<b>Total assets less current liabilities</b>			<u>54,548</u>		<u>33,984</u>
<b>Income funds</b>					
Unrestricted funds			54,548		33,984
			<u>54,548</u>		<u>33,984</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 30 June 2017. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these accounts.

The Trustees' responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The accounts were approved by the Trustees on FEB 28<sup>th</sup> 2018

  
Mr D Pinchin  
Trustee

Company Registration No. 08033634

**LEADERSHIP THROUGH SPORT AND BUSINESS**  
**A COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

---

**1 Accounting policies**

**Charity information**

Leadership Through Sport and Business is a private company limited by guarantee incorporated in England and Wales. The registered office is c/o Brabners LLP, Horton House, Exchange Flags, Liverpool, L2 3YL.

**1.1 Accounting convention**

The accounts have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The accounts are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

**1.2 Going concern**

At the time of approving the accounts, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

**1.3 Charitable funds**

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

**1.4 Incoming resources**

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Gifts and services received in kind are recognised in the period received to the extent they can be measured reliably.

**1.5 Resources expended**

Resources expended are included in the Statement of Financial Activities on an accruals basis, and include attributable VAT which cannot be recovered.

**LEADERSHIP THROUGH SPORT AND BUSINESS**  
**A COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 JUNE 2017**

---

**1 Accounting policies**

**(Continued)**

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings & equipment	25% reducing balance
--------------------------------	----------------------

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

**1.7 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/(expenditure) for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

**1.8 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

**1.9 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**LEADERSHIP THROUGH SPORT AND BUSINESS  
A COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 30 JUNE 2017**

---

**1 Accounting policies**

**(Continued)**

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.10 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**1.11 Leases**

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight line basis over the term of the relevant lease.

**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**LEADERSHIP THROUGH SPORT AND BUSINESS  
A COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 30 JUNE 2017**

**3 Donations and legacies**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Donations and gifts	240,980	217,457
Donated goods and services	18,970	-
	<u>240,980</u>	<u>217,457</u>
<b>Donations and gifts</b>		
D & G Pinchin	139,400	126,803
Macquarie Group	40,000	40,000
Futures for Kids	50,000	45,000
West Ham United Foundation	11,580	-
Gift aid	-	5,654
	<u>240,980</u>	<u>217,457</u>

**4 Charitable activities**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
College revenue	46,577	25,702
Employers' Retention Contribution	23,000	-
	<u>69,577</u>	<u>25,702</u>

**5 Other trading activities**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Fundraising events	68,871	11,200
	<u>68,871</u>	<u>11,200</u>

**LEADERSHIP THROUGH SPORT AND BUSINESS  
A COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 30 JUNE 2017**

**6 Raising funds**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
<u>Fundraising and publicity</u>		
Guest speakers	4,573	1,440
Other fundraising costs	13,918	198
	<u>18,491</u>	<u>1,638</u>
Fundraising and publicity	<u>18,491</u>	<u>1,638</u>
	<u>18,491</u>	<u>1,638</u>
<b>For the year ended 30 June 2016</b>		
Fundraising and publicity		<u>1,638</u>

**LEADERSHIP THROUGH SPORT AND BUSINESS  
A COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 30 JUNE 2017**

**7 Charitable activities**

	2017 £	2016 £
Staff costs (see note 11)	175,215	125,326
Depreciation and impairment	1,456	936
Website, advertising and promotion	28,997	19,792
Legal and professional	1,664	2,219
Insurance	4,589	4,292
Sundry expenses	23,093	22,312
Employee expenses	11,957	5,080
Alumni events and marketing	816	1,217
Video, photography, design and print	21,887	20,966
Prizes and graduation	12,150	1,488
Bursaries and student assistance	3,050	1,956
Motor vehicle leasing	5,077	5,545
	<u>289,951</u>	<u>211,129</u>
Sports Leadership and Coaching costs (see note 8)	66,722	33,707
Share of governance costs (see note 9)	2,670	3,174
	<u>359,343</u>	<u>248,010</u>
<b>Analysis by fund</b>		
Unrestricted funds	359,343	
	<u>359,343</u>	
<b>For the year ended 30 June 2016</b>		
Unrestricted funds		248,010
		<u>248,010</u>

**LEADERSHIP THROUGH SPORT AND BUSINESS**  
**A COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 JUNE 2017**

**8 Sports Leadership and Coaching costs**

	2017 £	2016 £
Aston Villa Foundation	12,905	-
Chelsea FC	8,052	-
City in the Community	11,315	-
Leyton Orient Trust	-	9,520
Sports officials	480	-
West Ham foundation costs	33,970	24,187
	<u>66,722</u>	<u>33,707</u>

West Ham United Foundation (WHUF) has been awarded match funding from the Premier League Professional Football Association (PLPFA) for our programme for a 3 year period from 2016. Funding has been awarded on the basis that Leadership Through Sport and Business pays WHUF circa £12,500 per annum. As part of the match funding arrangement the PLPFA provides funding for a cohort manager at £25,000 plus employer's costs which covers some of the delivery costs, promotion and student support. The value to the charity has been recognised within donated services per note 3 and the deemed costs included above.

**9 Support costs**

	Support costs £	Governance costs £	2017 £	2016 £	Basis of allocation
Independent examination costs	-	2,670	2,670	3,174	Governance
	<u>-</u>	<u>2,670</u>	<u>2,670</u>	<u>3,174</u>	
Analysed between Charitable activities	-	2,670	2,670	3,174	
	<u>-</u>	<u>2,670</u>	<u>2,670</u>	<u>3,174</u>	

**10 Trustees**

None of the trustees received expenses in the year (2016: £nil).

Trustee, Ms C Adair Sheridan received remuneration of £56,000 (2016: £56,000).



**LEADERSHIP THROUGH SPORT AND BUSINESS**  
**A COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 JUNE 2017**

**11 Employees**

**Number of employees**

The average monthly number employees during the year was:

	<b>2017</b>	<b>2016</b>
	<b>Number</b>	<b>Number</b>
Operations	1	1
Employment	1	1
Chief Executive Officer	1	1
	<u>3</u>	<u>3</u>

**Employment costs**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Wages and salaries	161,996	116,700
Social security costs	13,219	8,626
	<u>175,215</u>	<u>125,326</u>

In addition to the members of staff above, a further two people have provided services to the charity during the year and have become employees towards the end of the year.

There were no employees whose annual remuneration was £60,000 or more.

**12 Tangible fixed assets**

	<b>Fixtures, fittings &amp; equipment</b>
	<b>£</b>
<b>Cost</b>	
At 1 July 2016	4,834
At 30 June 2017	<u>4,834</u>
<b>Depreciation and impairment</b>	
At 1 July 2016	2,025
Depreciation charged in the year	1,456
At 30 June 2017	<u>3,481</u>
<b>Carrying amount</b>	
At 30 June 2017	<u>1,353</u>
At 30 June 2016	<u>2,809</u>

**LEADERSHIP THROUGH SPORT AND BUSINESS**  
**A COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 JUNE 2017**

**13 Debtors**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Amounts falling due within one year:		
Prepayments and accrued income	616	385
	<u>616</u>	<u>385</u>

**14 Creditors: amounts falling due within one year**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Other taxation and social security	6,097	3,034
Accruals and deferred income	26,077	2,760
	<u>32,174</u>	<u>5,794</u>

**15 Operating lease commitments**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Within one year	1,669	4,173
Between two and five years	-	1,043
In over five years	-	-
	<u>1,669</u>	<u>5,216</u>

**16 Related party transactions**

**Remuneration of key management personnel**

The remuneration of key management personnel is as follows.

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Aggregate compensation	63,176	63,176
	<u>63,176</u>	<u>63,176</u>

During the period D & G Pinchin donated £139,400 (2016: £126,803) to the charity. D Pinchin is a trustee of the charity.