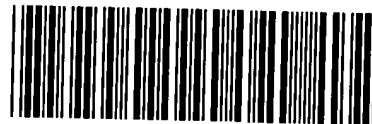


Charity Registration No. 1147616

Company Registration No. 08033634 (England and Wales)

LEADERSHIP THROUGH SPORT AND BUSINESS
A COMPANY LIMITED BY GUARANTEE
AMENDED ANNUAL REPORT AND UNAUDITED FINANCIAL
STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2018

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

Trustees	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
Secretary	Brabners Secretaries Limited
Charity number	1147616
Company number	08033634
Registered office	c/o Brabners LLP Horton House Exchange Flags Liverpool L2 3YL
Independent examiner	Jean Ellis BA FCA CTA DSG Castle Chambers Liverpool L2 9TL

LEADERSHIP THROUGH SPORT AND BUSINESS

A COMPANY LIMITED BY GUARANTEE

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LEADERSHIP THROUGH SPORT AND BUSINESS

A COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 30 JUNE 2018

The Trustees present their report and financial statements for the year ended 30 June 2018.

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

Our vision: A United Kingdom where every young person is given equal opportunity to prepare for the world of work and fulfil their potential in career-making employment.

Our mission: We unlock the potential of bright young people who lack social capital by facilitating meaningful employment opportunities.

About us

Founded in 2012 by David Pinchin, a visionary business and finance leader, Leadership Through Sport and Business is a national social mobility charity that enables bright young people from low income and disadvantaged backgrounds to access career-making, meaningful employment.

We have a strong track record in delivering strategic, sustainable and scalable solutions in the areas of education, training and employment for marginalised young people from economically disadvantaged areas of Greater London, West Midlands, Greater Manchester and Merseyside. We bring together key stakeholders across the community to support positive change in the target regions.

"LTSB is the bridge between you and a successful career. They support you throughout the process and never leave you behind. They do their absolute best to keep you on the programme and get you the best job possible. No matter how hard it gets, they're always there like your second family."

Kevsar, 2017 Intake, East London Cohort

Public benefit

Leadership Through Sport and Business operates for public benefit and general charitable purposes according to the laws of England and Wales. 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, and in planning activities and setting policies for the year ahead.

Beneficiaries: In accordance with our charitable objectives, the beneficiaries of Leadership Through Sport and Business are marginalised young people between the ages of 14 and 21. The young people face economic and/or personal disadvantage and lack the social capital they require to access sustainable careers without support.

Assessment of public benefit: At each Trustees' meeting, the Trustees review a progress report prepared by the Senior Leadership Team. The report covers programme impact and results, programme development, policy changes, fundraising, financial performance, and organisational risks. This enables the Trustees to monitor our progress against the indicators and outcomes set out in our Monitoring and Evaluation Framework so as to ensure we are effectively operating for the benefit of the public in accordance with our objectives.

This report outlines how our programmes, achievements and performance during 2017/18 have contributed to the furtherance of charitable purposes in the areas of education, training and employment in the UK. The Trustees are satisfied that the information provided in the report meets the public benefit reporting requirements. Leadership Through Sport and Business may also pursue 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.

LEADERSHIP THROUGH SPORT AND BUSINESS

A COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2018

Our programmes

The lack of youth social mobility in the United Kingdom is a large and complex issue that can only be addressed through innovative and holistic solutions. We adopt a local approach to address the issue ensuring the needs of disadvantaged young people, their communities and our stakeholders are met through our impactful programming.

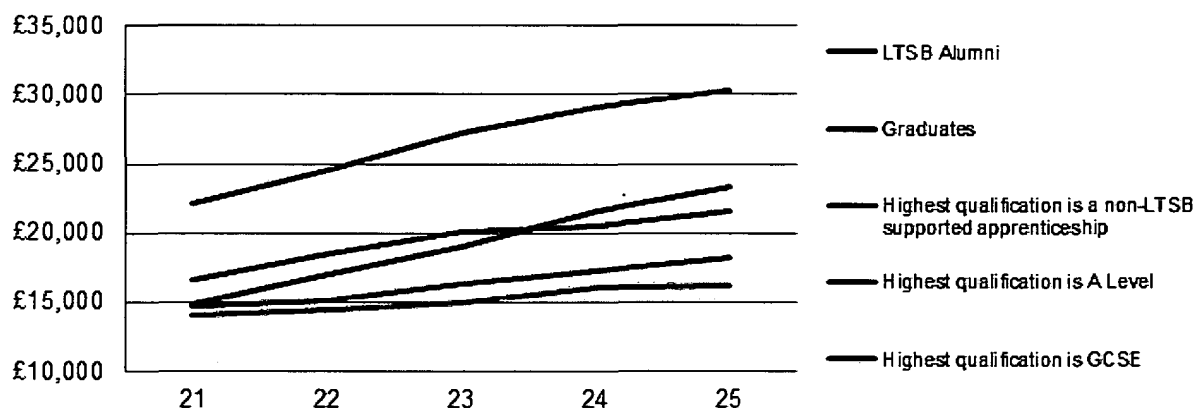
More Than An Apprentice: Through this intensive, transformational programme we elicit sustainable, high impact change for disadvantaged young people across the UK. In the first four – six months we prepare young people for the world of work by equipping them with academic, leadership, employability and soft skills to enable them to compete for jobs in the finance and business industry and transition successfully into the workplace. Over the following 18 months, we support young people into paid apprenticeships with major firms in business and finance. During their placement, Leadership Through Sport and Business provides the young people with continual support and a range of professional development experiences and enrichment activities which helps them to build their aspirations, increase their professional networks and progress in their careers. Beyond the programme, we support Alumni into long-term sustainable careers in the sector. Established in 2012, this is our longest-running programme. We have transformed the lives of 332 young people to date, placing them in business or finance roles with high-profile companies including 100 young people in 2017/18. We have started the recruitment process for a further intake for September 2018.

"Life changing! Leadership Through Sport and Business makes all the difference in starting a career in business and finance. They helped me to get where I am today. I can't thank them enough for helping me unlock my potential."

Patrick, 2017 Intake, Merseyside Cohort

We measure longer term direct impact five years beyond the programme lifespan, which includes self-improvement, job satisfaction and career and earning progression. A year after their apprenticeship, our young people earn an average of £21,521, demonstrating the market value of their skills, abilities and work experience. Not only do they gain financial security, but they also benefit from progression and on-going career opportunities. The majority of our Alumni employed within the business and finance sector are progressing to higher accounting and finance levels. Notably, several young people from our earlier 2012/13 Intakes are completing ACCA and ACA qualifications at ages 21–25 with an earning potential of £40,000+ to £60,000+ when qualified.

Salary progression of our young people (based on age) following completion of our programme compared to alternative routes



Successful Transitions: During this financial year, we piloted our schools programme in the North West, reaching 370 young people. We support young people from years 9 - 13 as they prepare to transition from secondary education into the next stages of their lives. We equip them with the employability and soft skills that they often miss out on at school, and raise awareness of the progression pathways available to them, enabling them to make well-informed decisions and improve their long-term chances.

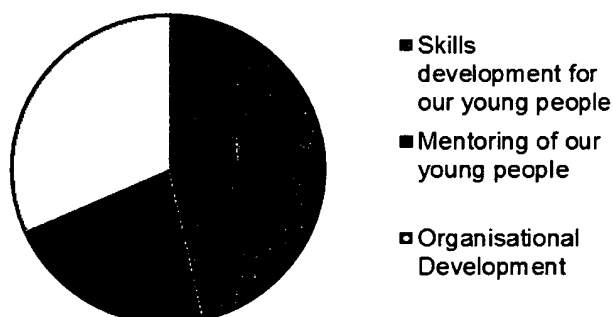
**LEADERSHIP THROUGH SPORT AND BUSINESS
A COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2018**

Our partners

Leadership Through Sport and Business builds strong local networks to deliver a quality holistic service, minimise replication of work, increase accessibility, sustainability and local ownership of the programme, and be more cost-effective. We work collaboratively alongside our donors and supporters and local charity, public and private-sector partners who have the expertise and/or aligned interests to support on key elements of our programme.

- Schools - We work with local schools in the North West to deliver a range of career guidance sessions and employability and soft skills workshops to young people from years 9-13.
- Education partners - We work with local further education colleges and Kaplan who deliver the academic skills training component of our programme (Association of Accounting Technicians – level two).
- Football Club Foundations - The leadership and soft skills training component of our work is delivered in partnership with our local charity Football Club Foundation partners who bring expertise in sport leadership, health and wellbeing, and volunteering. These include the following Foundations: West Ham United, Tottenham Hotspur, Chelsea, Aston Villa, Liverpool and City in the Community (Manchester).
- Volunteers - We work with 121 professional volunteers who provide their time and expertise voluntarily to support our preparation for work, personal support and professional development activities.

Volunteer Hours



During this reporting period, our volunteers provided 512.5 hours of voluntary support to develop the skills and confidence of our young people and support us to develop as an organisation.

LEADERSHIP THROUGH SPORT AND BUSINESS
A COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2018

- Corporate partners - We work with a range of blue-chip corporations who provide space and expertise to co-facilitate innovative preparation for work and professional development sessions.
- Employers – We work with leading employers across the business and finance industry. Employers are an essential part of our programme, providing our young people with paid, level three Association of Accounting Technicians apprenticeship opportunities. We work with sustainable employers who also provide long-term employment and ongoing career progression opportunities.
- Donors and Supporters – We work with like-minded and forward-thinking donors and supporters who help us to positively transform the lives of young people from disadvantaged backgrounds. Below are just some of the partners that made our work possible this year:



LEADERSHIP THROUGH SPORT AND BUSINESS

A COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

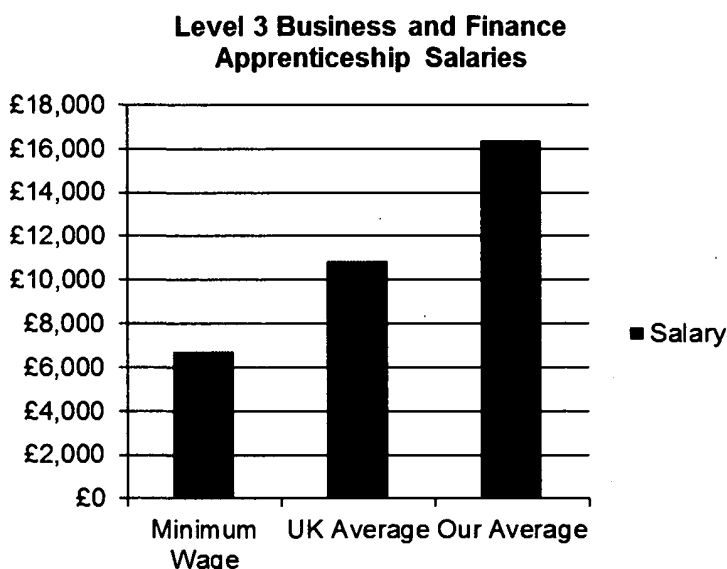
FOR THE YEAR ENDED 30 JUNE 2018

ACHIEVEMENTS AND PERFORMANCE

Leadership Through Sport and Business, together with our partners and supporters, have transformed the lives of 332 young people directly up to 2017/18. We have ambitious plans to expand the charity and 2017/18 was a key year in laying the foundations for this growth.

Programme growth:

More Than An Apprentice: During the reporting period, we achieved strategic programme growth by scaling our model to Merseyside in September 2017. In this period, we ran six cohorts (three in Greater London, one in the West Midlands, one in Greater Manchester and one in Merseyside) reaching a total of 100 young people. Out of the 100, 36 were female and 64 were male, 69% were Black, Asian or Minority Ethnic (BAME). Of the young people who started on the programme, 85% completed the preparation for employment phase and 66% have been placed in level three apprenticeships in business and finance.



We negotiate competitive salaries for our young people to ensure that finances are not a barrier to progression.

On starting their level 3 apprenticeships, the young people from our 2017 intake earned an average of 33% more than the UK average apprenticeship wage in the business sector and 59% more than the UK minimum apprenticeship wage.

Successful Transitions: We successfully trialled our new schools programme in the North West reaching 370 young people from years 9 - 13. We reached 210 young people through the delivery of three school assembly talks, and 160 Year 11 to 13 students through eight learner talks on apprenticeships and careers in business and finance. Of the disadvantaged young people selected to be on our *More Than An Apprentice* programme in Merseyside in 2018, 50% applied as a result of our *Successful Transitions* pilot.

Partnerships and Staff: We cultivated new and existing partnerships, adding Liverpool FC Foundation to our existing football club foundation partners for our September 2017 Intake and re-launching our partnership with Tottenham Hotspur Foundation for our 2018 Intake. We also partnered with SmartWorks and Tom James who provide our young people with quality office attire. We continued to grow our employer base adding 23 companies who employed young people from our programme in the period. We also focused on developing in kind support and pro bono relationships. With the growth of our operations this year, our staff base has also increased by six new team members.

LEADERSHIP THROUGH SPORT AND BUSINESS

A COMPANY LIMITED BY GUARANTEE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2018

Monitoring and Evaluation: We have developed and refined a range of quantitative and qualitative data collation methods and tools to accurately measure our outputs, outcomes and overall impact. We have formalised our core curriculum into a framework and developed measurement tools that enable our Cohort Managers to track the personal and professional journey of each young person.

Fundraising: With the support of Macquarie Group Foundation, Leadership Through Sport and Business invested in a professional fundraising team which has resulted in new restricted funding streams and the cultivation of existing funding relationships.

Events and Awards: During this year, we ran three successful stakeholder events including the Macquarie Cycle Challenge (October 2017), the Cult Wine Fundraiser (February 2018) and our Annual Celebration (May 2018). A young man from our Birmingham cohort, who was an apprentice with Rolls Royce, won Apprentice of the Year presented by the 2018 PQ Magazine Awards. A young woman in our 2015 Intake, who is now employed full time by Santander, was shortlisted for the Rising Star Award at the 2018 Women in Finance Awards. Alongside two of our corporate partners, we were shortlisted twice for the 2018 Better Society Awards.

FINANCIAL REVIEW

In the period total incoming resources were £654,993 (2017: £398,398) and total outgoing resources £622,678 (2017: £377,834) producing a surplus of £32,315 (2017: £20,564) for the period. At the year end the charity had net assets of £86,363 (2017: £54,548).

Reserves policy

Our policy for unrestricted reserves is to retain a quarter of planned annual expenditure as the required level of free reserves so as to guarantee that core activities can continue effectively during any future period of unforeseen difficulty.

In 2017/18 this target was £131,537 (2016/17: £94,450) and the actual level of free reserves at year end is £71,037 (2016/17: £53,195) representing 1.5 months. The Trustees are reviewing our policy and putting in place steps to increase our reserves without adversely impacting upon the delivery of charitable objectives; this includes the appointment of a fundraising team in 2017/18.

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 risks. Effective risk management allows Leadership Through Sport and Business to make informed decisions and make the most of opportunities ensuring that all risks are managed. It contributes to our strategic planning and ensures our aims and objectives are achieved successfully.

The Senior Leadership Team carry out quarterly assessment meetings for the purposes of mitigating, managing and avoiding risks. The Trustees discuss the major risks to which the charity is exposed at each Trustees' meeting. They plan for the management of those risks to ensure they do not affect the achievement of our key objectives and to safeguard our funds and assets. The following categories of risk have been identified and assessed: Governance risks; Operational risks; Financial risks; External risks; and Compliance with law and regulations.

The Trustees confirm that internal control procedures are in place to provide reasonable assurance against material misstatement or loss. They include financial procedures, annual budgets, financial reporting; forecasting of predicted income and cash flow; monitoring of reserves policy, and major risk assessment by the Trustees. The Senior Leadership Team assess operations, finances and risks quarterly. This includes review of the management accounts; future cash flow; and sustainability of income against budgets.

LEADERSHIP THROUGH SPORT AND BUSINESS
A COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2018

Plans for 2018/19

We have been developing and refining our unique *More Than An Apprentice* model since 2012 and it has proven successful in preparing and supporting disadvantaged young people into careers across the UK. As we move into 2018/19, we will focus on strengthening our North West programme, ensuring we have the local partnerships, networks, and expertise in place to secure the best possible outcomes for our young people. We will maximise the outcomes for all of the young people on our programme by introducing 12-month professional mentoring through our Leadership Careers Club.

Given the uncertainty of BREXIT and the potential challenges created by the Apprenticeship Levy and the Assistant Accountant Apprenticeship Standard, the charity will take a more cautious approach for 2018/19. We will improve our services by scoping strategic partnerships, strengthen and cultivate our employer partnerships, and adapt and flex our delivery model by exploring new industry-related qualifications and work experience opportunities that could lead to sustainable career-making employment for more disadvantaged young people. In the long-term, our plans will help us to increase the number of disadvantaged young people we can support into employment each year.

Our young people are at the heart of what we do and so we will ensure they play a leading role in the development, delivery, and execution of our work by building on our Youth Voice initiative. Through active, youth-led working groups, the young people will have a say in our communications, programmes and future developments.

In 2017/18, we piloted our *Successful Transitions* programme working with schools in the North West. In 2018/19 we will assess the learning from the pilot and build relevant partnerships with education providers to enable us to roll out the programme across our six target locations in 2019/20.

To achieve our plans, we will continue to diversify our funding streams and build long-term relationships with strategic funders, enabling the charity to deliver its transformational programmes and achieve strategic growth. We are keen to develop our monitoring and evaluation processes to ensure we are effectively capturing the impact and learning from our work. As we expand, we recognise that we need to upgrade our systems and so we will scope out which CRM system best meets our needs and will continue to move our financial systems over to QuickBooks. We will build our reserves to a level of at least three months' expenditure. Our priorities over the next year are also to continue following best practice with regard to safeguarding, complaints policies and procedures, GDPR and other statutory requirements and continuing to develop a high-performing staff base to ensure that we achieve our ambitious plans.

AMENDED ACCOUNTS

These amended accounts replace the original accounts and are now the statutory accounts. They are prepared as they were at the date of the original accounts and have only been amended to update a donor's logo.

LEADERSHIP THROUGH SPORT AND BUSINESS
A COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2018

STRUCTURE, GOVERNANCE AND MANAGEMENT

Leadership Through Sport and Business is a company limited by guarantee and incorporated on 17th April 2012. Its governing document is its Memorandum and Articles of Association.

The Board of Trustees is empowered by the Articles of Association of the Charity to act as the Board of Governors of Leadership Through Sport and Business. The Board of Trustees is led by the Chairman, David Pinchin, and the day to day management of the charity is delegated to the Chief Executive and Senior Leadership Team. All Trustees give their time freely and no Trustee remuneration is paid. None of the Trustees has any beneficial interest in the company. All of the Trustees are directors for the purpose of company law and members of the company – they guarantee to contribute £10 in event of a winding up.

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements 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

Recruitment and Induction of New Trustees

The charity reviews and continues to recruit new trustees to ensure the board is diverse and has the range of skills, knowledge and experience necessary to comply with its collective responsibility. All new Trustees have an induction to the programme to ensure their understanding of the role Trustees under charity law and being a Director under company law. Induction also provides an overview of Leadership Through Sport and Business, its mandate, policies, procedures, structure, governance, mission and strategic direction with particular reference to the Charity Commission guidance.

Role of Trustees

The Board of Trustees meet formally 3 - 4 times a year and have final responsibility for ensuring that Leadership Through Sport and Business complies with statutory and regulatory requirements, that strategic direction is in line with the charity's constitutional objects, that operational and financial management is in line with both Leadership Through Sport and Business' strategic goals and the organisation's means, that we are answerable to our beneficiaries and to our supporters, and that there is adequate systems and procedures in place for good risk management. The Board takes responsibility to safeguard funds entrusted to us to positively change the lives of young people from disadvantaged backgrounds. We have a zero tolerance policy on fraud, bribery and corruption.

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



Mr D E Gurner

Trustee

Dated: 26/03/2019

**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 financial statements of the charity for the year ended 30 June 2018, which are set out on pages 10 to 20.

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 financial statements 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 financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, 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 financial statements 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 financial statements 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: 26/3/19

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 2018

	Notes	Unrestricted funds 2018 £	Restricted funds 2018 £	Total 2018 £	Total 2017 £
<u>Income from:</u>					
Donations and legacies	3	528,777	49,969	578,746	313,241
Charitable activities	4	76,247	-	76,247	85,157
Total income		605,024	49,969	654,993	398,398
<u>Expenditure on:</u>					
Raising funds	5	100,295	-	100,295	18,491
Charitable activities	6	487,414	34,969	522,383	359,343
Total resources expended		587,709	34,969	622,678	377,834
Net income for the year/ Net movement in funds		17,315	15,000	32,315	20,564
Fund balances at 1 July 2017		54,548	-	54,548	33,984
Fund balances at 30 June 2018		71,863	15,000	86,863	54,548

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 2018

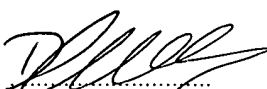
	Notes	2018 £	£	2017 £	£
Fixed assets					
Tangible assets	10		826		1,353
Current assets					
Debtors	11	23,897		616	
Cash at bank and in hand		86,814		84,753	
		<u>110,711</u>		<u>85,369</u>	
Creditors: amounts falling due within one year	12	<u>(24,674)</u>		<u>(32,174)</u>	
Net current assets			86,037		53,195
Total assets less current liabilities			<u>86,863</u>		<u>54,548</u>
Income funds					
Restricted funds			15,000		-
Unrestricted funds			71,863		54,548
			<u>86,863</u>		<u>54,548</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 2018. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these financial statements.

The Trustees acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements 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 financial statements, so far as applicable to the company.

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

The financial statements were approved by the Trustees on 26/03/2019



Mr D E Gurner
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 2018

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

The 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 financial statements, 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 financial statements.

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 2018

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 2018

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.

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FOR THE YEAR ENDED 30 JUNE 2018

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Total
	2018 £	2018 £	2018 £	2017 £
Donations and gifts	443,148	49,969	493,117	294,271
Donated goods and services	85,629	-	85,629	18,970
	<u>443,148</u>	<u>49,969</u>	<u>493,117</u>	<u>294,271</u>
For the year ended 30 June 2017	<u>313,241</u>	<u>-</u>		<u>313,241</u>
Donations and gifts				
Grants and corporate	124,451	49,969	174,420	90,000
Individuals	226,708	-	226,708	139,400
Event sponsorship	17,015	-	17,015	-
Fundraising events	74,974	-	74,974	48,651
Other	-	-	-	16,220
	<u>443,148</u>	<u>49,969</u>	<u>493,117</u>	<u>294,271</u>

4 Charitable activities

	Total 2018 £	Total 2017 £
Partner contribution	13,730	11,580
College revenue	37,017	48,577
Employers' Retention Contribution	25,500	25,000
	<u>76,247</u>	<u>85,157</u>

LEADERSHIP THROUGH SPORT AND BUSINESS
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 30 JUNE 2018

5 Raising funds

	2018	2017
	£	£
<u>Fundraising and publicity</u>		
Staging fundraising events	6,088	1,296
Gifts in kind	13,056	-
Recruitment	18,000	-
Other fundraising costs	8,230	11,232
Staff costs	51,323	-
Support costs	3,598	5,963
	<u>100,295</u>	<u>18,491</u>
Fundraising and publicity	<u>100,295</u>	<u>18,491</u>
For the year ended 30 June 2017		
Fundraising and publicity		<u>18,491</u>

6 Charitable activities

	2018	2017
	£	£
Staff costs	271,907	154,195
Depreciation and impairment	527	1,456
Activities undertaken directly	92,701	99,545
Gifts in kind	72,023	18,970
	<u>437,158</u>	<u>274,166</u>
Share of support costs (see note 7)	79,992	82,507
Share of governance costs (see note 7)	5,233	2,670
	<u>522,383</u>	<u>359,343</u>
Analysis by fund		
Unrestricted funds	487,414	
Restricted funds	34,969	
	<u>522,383</u>	
For the year ended 30 June 2017		
Unrestricted funds		<u>359,343</u>

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FOR THE YEAR ENDED 30 JUNE 2018

7 Support costs

	Support costs	Governance costs	2018	2017
	£	£	£	£
Accommodation, Sustenance and Travel	10,771	-	10,771	25,367
Administration	4,990	-	4,990	7,601
Communications and IT	13,583	-	13,583	11,375
Monitoring and evaluation	-	-	-	60
Printing, photography, PR and design	28,916	-	28,916	22,317
Staff recruitment and development	1,959	-	1,959	1,021
Wages and salaries	23,371	-	23,371	20,729
Independent examination costs	-	2,760	2,760	2,670
Gifts in kind	-	550	550	-
Insurance	-	1,923	1,923	-
	<u>83,590</u>	<u>5,233</u>	<u>88,823</u>	<u>91,140</u>
Analysed between				
Fundraising	3,598	-	3,598	5,963
Charitable activities	79,992	5,233	85,225	85,177
	<u>83,590</u>	<u>5,233</u>	<u>88,823</u>	<u>91,140</u>

8 Trustees

None of the trustees received expenses in the year (2017: £nil).

Trustee, Ms C Adair Sheridan received remuneration of £62,000 (2017: £56,500) for her role as Chief Executive Officer.

LEADERSHIP THROUGH SPORT AND BUSINESS
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FOR THE YEAR ENDED 30 JUNE 2018

9 Employees

Number of employees

The average monthly number of employees during the year was:

	2018 Number	2017 Number
Operations	6	2
Chief Executive Officer	1	1
Fundraising / partnerships management	2	-
	<u>9</u>	<u>3</u>

Employment costs

	2018 £	2017 £
Wages and salaries	294,107	139,979
Social security costs	29,123	14,216
	<u>323,230</u>	<u>154,195</u>

	2018 Number	2017 Number
£60,000 - £70,000	<u>1</u>	<u>-</u>

10 Tangible fixed assets

	Fixtures, fittings & equipment £
Cost	
At 1 July 2017	4,834
At 30 June 2018	<u>4,834</u>
Depreciation and impairment	
At 1 July 2017	3,481
Depreciation charged in the year	527
At 30 June 2018	<u>4,008</u>
Carrying amount	
At 30 June 2018	<u>826</u>
At 30 June 2017	<u>1,353</u>

LEADERSHIP THROUGH SPORT AND BUSINESS
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FOR THE YEAR ENDED 30 JUNE 2018

11 Debtors

	2018	2017
	£	£
Amounts falling due within one year:		
Prepayments and accrued income	23,897	616
	<u>23,897</u>	<u>616</u>

12 Creditors: amounts falling due within one year

	2018	2017
	£	£
Other taxation and social security	7,611	6,097
Accruals and deferred income	17,063	26,077
	<u>24,674</u>	<u>32,174</u>

13 Retirement benefit schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

14 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total	Total
	2018	2018	2018	2017
	£	£	£	£
Fund balances at 30 June 2018 are represented by:				
Tangible assets	826	-	826	1,353
Current assets/(liabilities)	71,037	15,000	86,037	53,195
	<u>71,863</u>	<u>15,000</u>	<u>86,863</u>	<u>54,548</u>

LEADERSHIP THROUGH SPORT AND BUSINESS
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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:

	2018 £	2017 £
Within one year	-	1,669
Between two and five years	-	-
In over five years	-	-
	<u> </u>	<u> </u>

16 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2018 £	2017 £
Aggregate compensation	69,241	63,176
	<u> </u>	<u> </u>

During the period D & G Pinchin donated £205,543 (2017: £139,400) to the charity. D Pinchin is a trustee of the charity.

His Honour Judge P N Lodder QC, a trustee, gave a talk to Latymer school and donated his fee of £500 to Leadership Through Sport & Business.