

**COMPANY REGISTRATION NUMBER: 03162045**  
**CHARITY REGISTRATION NUMBER: 1058648**

**Making The Leap**  
**Company Limited by Guarantee**  
**Financial Statements**  
**Year Ended**  
**31st March 2017**

**Making The Leap**  
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**Year Ended 31st March 2017**

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**Making The Leap**  
**Company Limited by Guarantee**  
**Trustees' Annual Report (Incorporating the Director's Report)**  
**Year Ended 31st March 2017**

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31st March 2017.

**Reference and Administrative Details**

<b>Registered charity name</b>	Making The Leap
<b>Charity registration number</b>	1058648
<b>Company registration number</b>	03162045
<b>Principal office and registered office</b>	Harriet Tubman House Hazel Road Kensal Green London NW10 5PP

**The Trustees**

Mr A Boucher  
Ms D Overall  
Mr M Horton  
Dr J Paine  
Mr M Evans  
Ms S Jordansson  
Mr A May  
Mr P Moss  
Mr A Nooriala  
Ms P Riseborough  
Mr P Stevens  
Mr M Keenan  
Ms L Hendrickson

(Resigned 17th February 2017)

<b>Auditor</b>	Nigel Wilson & Co Accountants & Statutory auditor 4th Floor 100 Fenchurch Street London EC3M 5JD
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**Structure, Governance and Management**

*Governing document*

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 21st February 1996. It is a registered charity, number 1058648. The objectives are the benefit of the public in London and elsewhere in the United Kingdom and in particular for the benefit of those members of the public who may be young and disadvantaged by improving social mobility through the provision of advice, information, support, training and education. There have been no changes in the objects since the last annual report.

*Recruitment of Trustees*

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

## **Making The Leap**

### **Company Limited by Guarantee**

#### **Trustees' Annual Report (Incorporating the Director's Report) (*continued*)**

**Year Ended 31st March 2017**

#### **Structure, Governance and Management (*continued*)**

##### *Trustee induction and training*

Most trustees of the voluntary and corporate sector are already familiar with the activities of the charitable organisation as they are drawn from members who have an appropriate skill set to offer and empathise with our core values.

An induction has been developed to ensure that any newly appointed trustee receive training on all matters necessary to enable them to perform their duties effectively. This may be tailored to their specific needs but, unless the appointee is already sufficiently experienced, covers as a minimum: governance and management; equal opportunities; a thorough induction to the history and current activities of the organisation; sufficient explanation of the charity's financial accounts and reporting procedures to enable them to exercise effective fiscal oversight; explanation of all the charity's policies including those relating to trustee expenses and how they can be claimed. If the new trustee is to take on any specific duties, training needs in relation to these will also be assessed. It is acknowledged that trustees have a wide range of other commitments and every effort will be made to make this training accessible to the individual by arranging it to be conducted at times convenient to them.

The Chief Executive is responsible for ensuring that the induction process is arranged and completed.

##### *Organisational structure*

The Trustees provided governance and oversight of Making The Leap operations during the year. Four groups are in place with each of the Trustees sitting on at least one grouping. The Finance & General Purpose Committee is a standing group and Marketing, IT and Policy are "task and finish" groups that sit according to need. The Chief Executive has delegated authority to manage day to day activities and to sign contracts on behalf of the Management Committee in line with the organisation's objectives.

##### *Risk management*

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

## **Making The Leap**

### **Company Limited by Guarantee**

#### **Trustees' Annual Report (Incorporating the Director's Report) (*continued*)**

**Year Ended 31st March 2017**

#### **Objectives and Activities**

The objects for which Making The Leap is established are for the benefit of the public in London and elsewhere in the United Kingdom and in particular for the benefit of those members of the public who may be young and disadvantaged by relieving poverty and distress through the provision of advice, information, support, training and education. The Trustees review the aims, objectives and activities each year and this report looks at what the charity has achieved and the outcomes of our work in the reporting period.

##### *Social Mobility*

At Making The Leap we are concerned that in the UK, the income of parents is the strongest indicator of their child's future achievement in school and career. Social mobility is a hot topic issue, and the Prime Minister, Theresa May, stated that it was the principal goal of her government's social policy. A 2014 report from the Social Mobility Commission (previously the Social Mobility & Child Poverty Commission) shows that social mobility in the UK is amongst the lowest in the developed world. Furthermore, the seven per cent of young people attending private schools have hugely increased chances of reaching the very top of this country's institutions and industries and are ten times more likely to go to Oxbridge than the poorest youngsters. The flip side is that poor pupils are over twice as likely to become NEET (Not in Employment, Education or Training) compared to wealthier pupils. The reasons for concern about the lack of social mobility are not just about fairness but also that it leaves the country's economic potential unfulfilled. Some of the key facts around social mobility are:

- In the UK, how much a child's parents earn is the biggest factor in how well that child will do in life
- A bright child from a poor family will be overtaken by an average ability child from a wealthier family by the time they take their GCSEs
- A quarter of the rich/poor gap at GCSE attainment is due to differences in attitude and aspirations
- Many talented young people in our society are not getting equal opportunities to access the top jobs: for example, only a quarter of boys from working-class backgrounds get middleclass (professional or managerial) jobs
- Increasing social mobility could benefit the UK economy by up to £140 billion a year

##### *Soft Skills*

Most efforts on improving social mobility are focused on increasing the educational attainment of the poorest pupils and those in the worst state schools. However, a report from the Social Mobility Commission in June 2015 showed that even when poorer children had managed to achieve the required qualifications, they were often held back by their less developed soft skills, which are often taught or emphasised more in private or state-selective schools. Soft skills are commonly considered to include the ability to listen well, communicate effectively, be positive, manage conflict, accept responsibility, be resilient, build trust, work well with others, manage time effectively, accept criticism, work under pressure, be likeable and demonstrate good manners. These soft skills are crucial, with 93 per cent of employers considering them to be just as important as or more important than hard skills when evaluating job candidates. Furthermore, developed soft skills can boost an individual's lifetime earnings by up to 15 per cent.

At Making The Leap, we have created interventions to develop the soft skills of the young people we serve, as we recognise that they not only contribute to the gap in educational attainment, but that they are often the deciding factor where educational attainment is equal. We believe that the training that we provide is "truly responsive to the needs of employers" and does "genuinely equip the trainee for the workplace", as called for in a government report published in 2013.

## **Making The Leap**

### **Company Limited by Guarantee**

#### **Trustees' Annual Report (Incorporating the Director's Report) (*continued*)**

##### **Year Ended 31st March 2017**

The development of soft skills is also crucial to the UK economy: soft skills are currently worth over £88bn in Gross Added Value; an amount which is expected to grow in real terms to £109bn by 2020 and £127bn by 2025. In London, the importance of soft skills was valued at £20.4bn in 2012, and is predicted to rise to £30.6bn by 2020. A lack of soft skills can cause major problems for businesses, as they result in diminished productivity, competitiveness and profitability.

#### **Achievements and Performance**

##### *Vision*

We believe that helping young people from poorer backgrounds to have the right aspirations, skills, attitude and behaviour to succeed, is of vital importance to improving social mobility. There is emerging evidence that later interventions may be more effective if they are targeted at non-cognitive skills and there is clear evidence that such non-cognitive skills are highly valued in the labour market. Helping young people from less well-off backgrounds develop these crucial 'future life skills' would not only contribute to improving their educational attainment, but it would also improve their chances of success when they were competing with more affluent students for jobs and/or promotion. We want to see future life skills development become a core part of the school curriculum, so that every child has access to it, that the best entry-level career opportunities can be accessed by young people irrespective of their parents' income and also for there to be future skills hubs for young people (up to the age of 25) who have left school, located throughout the country in areas of multiple deprivation.

In the third quarter of 2015, the organisation presented a strategic growth plan that was to define the way we were to operate for the three years beginning 2016/17 through to 2018/19. The plan has three strategic aims: to increase the number of young people served & grow beyond London; to become more financially sustainable and to enhance the awareness of our organisation. Underpinning our priorities are a number of goals that have been used both as a guide and a measurement towards the fulfilling of our aims.

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**Trustees' Annual Report (Incorporating the Director's Report) (continued)**  
**Year Ended 31st March 2017**

**Strategic Aim 1 - To Serve More Young People**

Our heritage is London, and there are nearly 350 secondary schools in London that would fit our criteria for working with them (scoring high on the IDACI or having high numbers of pupils on free school meals). There is huge potential to continue to grow within the capital and we intend to increase our presence here. We were in 25 schools in the 2015/16 and we plan to be in 50 schools in London by 2020. We also, though, by the end of FY18 wish to take our programmes outside the capital to at least one other town/city within the UK to prove our belief that our work is something of national relevance and import. We will examine geography and identify localities where social mobility is a pressing issue and we will also examine corporate partner potential to go alongside our supply side intervention. In order to achieve this aim, the organisation has the following goals:

*Goal 1. Be in 50 Schools in London*

	<b>Baseline – FY15</b>	<b>Target FY16</b>	<b>Actual FY16</b>
<b>Presence In No. of London Schools</b>	25	30	31

*Goal 2. Serving 12,500 Young People per year: 10,000 School Children and 2,500 Young Adults*

	<b>Baseline – FY15</b>	<b>Target FY16</b>	<b>Actual FY16</b>
<b>No. of School Children</b>	4,500	5,500	5655
<b>No. of Young Adults</b>	720	1,500	1100

*Goal 3. To have 300 Volunteers*

	<b>Baseline – FY15</b>	<b>Target FY16</b>	<b>Actual FY16</b>
<b>No. of Volunteers</b>	130	180	239

*Goal 4. To Operate in Two Cities*

	<b>Baseline – FY15</b>	<b>Target FY16</b>	<b>Actual FY16</b>
<b>No. of Cities</b>	1	1	1

## Making The Leap

### Company Limited by Guarantee

#### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31st March 2017

We managed to get into 31 schools in the year, despite many schools focusing their efforts on the new EBacc qualification, and as a result served 5655 school children, which exceeded the target of 5500. We worked with 1100 young adults, which was slightly less than we had planned to, because of the limited capacity of our excellent Engagement team. Finally, we managed to recruit and engage 239 volunteer coaches who were involved with the delivery of at least one session with a young person, which was above the target of 180.

#### Strategic Aim 2 - To Grow Income And Become More Sustainable

We would be described as a medium-sized charity, one of those organisations defined by the National Council for Voluntary Organisations (NCVO) as having incomes between £100k and £1 million. Medium-sized charities are under increasing pressure to receive funding. Charity Commission data shows that in England and Wales there are about 25,000 medium-sized charities with a total income of nearly £7.4bn. The most recent almanac said 54 per cent of charities like ours received government money totalling £1.9bn. Public spending has since declined, and further cuts loom. The shrinking public funding comes at the same time that there is increased demand for our services and many, like us, are finding themselves in a precarious situation. The squeeze on medium-sized charities goes back further than the current austerity measures. It is a long-term trend, not a recent development and actually the problem is intensifying with many of us surviving only on a treadmill of chasing contracts.

There is a trend for contracts to be won by larger charities, in fact, very often, the contracts are structured in such a way that only large charities or private companies are actually allowed to bid for the contract/grant in the first place. It is the bigger charities that have invested in data and outcome measurement and also that have the huge funds available that provide them with the working capital to fund the activity until they get the payment-by-results. The tightening of public purse strings might be the major factor in the squeeze, but other issues are also in play. Medium-sized charities often do not have the branding, marketing and fundraising capacities of large national charities. Other issues include spiralling pension liabilities and dwindling reserves: many charities will have dipped into this finite resource to keep going over the past few years.

So we have established ambitious plans to grow our income to exceed £1m by year 2019/20, by developing plans to generate more earned income and also to develop a fundraising strategy that will bring in more voluntary income, with the overall aim being to increase our cash reserves equivalent to three months' running costs by 2020, which is the level recommended by the Charity Commission, and is considered to be best practice within the sector.

In order to achieve this aim, the organisation has the following goals:

##### *Goal 1. Increase earned income streams*

	Baseline – FY15 (£ '000)	Target FY16 (£ '000)	Actual FY16 (£ '000)
<b>Generated Income</b>	180	207	90



## Making The Leap

### Company Limited by Guarantee

#### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31st March 2017

##### *Goal 2. Develop and implement fundraising strategy*

	Baseline – FY15 (£ '000)	Target FY16 (£ '000)	Actual FY16 (£ '000)
Fundraising Income	374	616	640

##### *Goal 3. Generate three months of cash reserves (numbers cumulative)*

	Baseline – FY15 (£ '000)	Target FY16 (£ '000)	Actual FY16 (£ '000)
Cash Reserves	143	163	146

The targets for the year 2016/17 were to achieve income of £822,500 against expenditure of £802,000, which would have resulted in a surplus of £20,000 and increased our cash reserves to £164,000. We actually managed to bring in income of £730,623 and spent £727,730 achieving a small surplus of £2,893, which left us with £145,952 in the bank. Though our surplus was £17,107 less than forecast, it was still an improvement on the £16,326 loss the previous year and alongside the significantly increased income, a sign that we were moving in the right direction.

### Strategic Aim 3 - Enhance Awareness of the Organisation

Making The Leap has been in existence for well over two decades and has endured where many other charities have floundered, by being a high quality organisation that is well-run and managed. For many years we deliberately stayed 'under the radar' and focused solely on our delivery, with little or no emphasis on our marketing and communications. We have decided that underpinning our first two strategic aims, there was a need to increase the awareness of the charity and let all our future stakeholders know who we are. We decided that we would launch the first nationwide awards event dedicated to social mobility to further advance the cause, but whilst doing so give Making The Leap the opportunity to come into contact with organisations that otherwise we never would have. We also planned to use social media to broaden our reach, get involved via the awards in the national conversation on social mobility and publicise our work and to engage with young people.

In order to achieve this aim, the organisation has the following goals:

##### *Goal 1. To Increase Website Interactions*

	Baseline – FY15	Target FY16	Actual FY16
Website Interactions (mtl.org.uk)	34650	45000	52680
Website Interactions (the-uksma.org)	0	0	1375

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**Year Ended 31st March 2017**

*Goal 2. To Increase Article and Media Mentions*

	<b>Baseline – FY15</b>	<b>Target FY16</b>	<b>Actual FY16</b>
<b>Articles and Media Mentions</b>	0	8	15

*Goal 3. To Increase Follows, Subscribers and Likes on Social Media*

	<b>Baseline – FY15</b>	<b>Target FY16</b>	<b>Actual FY16</b>
<b>Facebook</b>	353	550	658
<b>Twitter (MTLTweet)</b>	54	1,000	1,111
<b>Twitter (UKSMA)</b>	0	0	55
<b>Instagram</b>	53	150	290
<b>LinkedIn</b>	386	500	817
<b>Newsletter Subscribers</b>	0	100	166

We developed and launched a new website for the awards at [www.the-uksma.org](http://www.the-uksma.org) in January 2017 and secured agreement to be sponsors from leading companies Foxtons, the RAF and PWC. We also secured HM Lord Lieutenant of London Ken Olisa OBE to be the Chair of the judging panel. These added to the credibility of the initiative which we had created.

We significantly increased our website and social media presence from the previous year, exceeding all the targets that we had set ourselves.

## **Making The Leap**

### **Company Limited by Guarantee**

#### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

**Year Ended 31st March 2017**

#### **Financial Review**

Making The Leap is grateful to the companies, trusts & foundations and individuals who supported Making The Leap and enabled us to transform futures by raising the aspirations of young people, and helping them to develop the skills, behaviours and attitudes needed to succeed in the careers of their choosing. We say thank you for the generosity and foresight of HSBC, The Clothworkers' Foundation, Trust for London, John Lyon's Charity, The Garfield Weston Foundation, The Henry Smith Charity, The Rank Foundation, PwC, CMC Markets, The Peter Cruddas Foundation, BNP Paribas, Euroclear UK, Merchant Taylors' Company, Wessex Youth Trust and the Worshipful Company of Curriers.

We increased our income to £730,623 in 2016/17, which was a rise of £85,783 on the previous year's income of £644,840. Our expenditure of £727,730 rose too, but we are pleased to have achieved our first surplus in three years, albeit a modest one of £2,893.

The increased expenditure was predominately due to an increase in staff costs of £564,772 from £524,948 and fundraising event costs of £45,895 from £28,059. There was no increase in the staff headcount, but one staff member who was part-time in 2015/16 became full-time in June 2016 and also pay rises were given to some of the lower paid staff. The fundraising event costs went up because the full costs of putting on the event were shown in this year, whereas the previous year showed only part of the costs.

The income from our fundraising gala grew to £178,892 from £173,426 making it once again the single biggest income vehicle for the charity.

The charity still has the security of owning our own building of Harriet Tubman House. This is a 4300 square feet property, based less than a minute from Kensal Green in Zone 2. There is no mortgage on the building and we own it outright.

#### **Plans for Future Periods**

The plan is to continue working towards achieving the three key strategic aims by FY18, as set in the strategic growth plan for the years 2016-2018:

##### *To increase the number of young people served*

We want to increase the number of young people we serve to 9000, 7000 via our schools programme and 2000 young adults. The schools delivery will be a combination of our modular programme that raises aspirations and teaches pupils aged 13-17 'future life skills' such as confidence, team-work, resilience, communication and positive attitude; and stand-alone mock interview days and bespoke programmes to address particular needs schools have. Past projects have included: a work experience replacement programme for pupils that did not have one; a careers fair and a programme designed to motivate a group of bright youngsters who were underachieving.

For the young adults the three-week full-time workshop will be the flagship of our work, is truly transformational and young people develop enormously from Day 1 to Day 15. This is a programme we will run in-house once per month, targeting young adults (aged 18-25) from low-income families who have achieved some minimum level of qualifications. This workshop simulates the working environment and professionalism is instilled from the onset: everyone must adhere to a business dress code, be on time and is encouraged to do their best throughout. From interview techniques, to learning how to deal with difficult situations, conducting work surveys externally to working on their handshakes, each day is different, energetic and most importantly, beneficial. We can guarantee that each young person will develop.

Our promise is that there are opportunities for all those we serve and that is what we will do by providing personal one-to-one meetings after graduation for each young person. The aim of these sessions will be twofold: to look back at what has been achieved over the three weeks; and to look

## **Making The Leap**

### **Company Limited by Guarantee**

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##### **Year Ended 31st March 2017**

forward at potential career opportunities. From these sessions we will then continue to support each young person with what they need to secure work. This could be guiding and assisting with applications, CVs or arranging mock interviews. In addition to this, we will also provide one-off one-day group sessions, depending on the needs of the young people, which we arrange. These may involve, for example: psychometric test training; developing commercial awareness; and decision-making sessions. There will also be a free confidential therapeutic counselling service.

We will also engage young adults on a number of bespoke projects that we will develop with private or public sector partners to help those partners achieve their priorities around social mobility.

##### *To become more financially sustainable*

Our plan is to increase our income in relation to our spending and to generate a surplus of £50,000. We plan to grow five existing areas of generated income: community centre; schools; public sector; corporate income and the UK Social Mobility Awards. In this year 2016/17 88% of our income came from fundraising which is trusts & foundations, corporate charitable giving, individual donations and the fundraising gala, as opposed to only 12% from generated income. With more and more pressures on fundraising income due to austerity, we have decided that in 2017/18 we want to take more control of our income by looking at those mission-relevant opportunities to provide services to public and private sector partners. We expect this income to grow to at least 50% of our total income. In order to manage our costs, we will put a hold on increasing the head count in 2017/18, but will look at this again in the following year.

##### *To enhance awareness of the organisation*

The UK Social Mobility Awards is an excellent vehicle for increasing awareness of the charity whilst promoting the advancement of social mobility. We have to successfully deliver the inaugural UK Social Mobility Awards, defined by attracting sufficient high-quality entries to have a viable competition and also to have a successful awards night and then establish the awards for future years. We will make additions to the main Making The Leap website and also update and revise the new UK Social Mobility Awards website and Twitter account.

## **Making The Leap**

### **Company Limited by Guarantee**

#### **Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

**Year Ended 31st March 2017**

##### **Trustees' Responsibilities Statement**

The trustees, who are also directors 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 charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

##### **Auditor**

Each of the persons who is a trustee at the date of approval of this report confirms that:

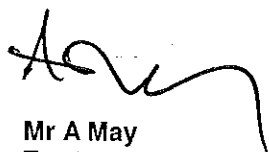
- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

##### **Small Company Provisions**

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 18th December 2017 and signed on behalf of the board of trustees by:



**Mr A May**  
Trustee

## **Making The Leap**

### **Company Limited by Guarantee**

#### **Independent Auditor's Report to the Members of Making The Leap**

**Year Ended 31st March 2017**

We have audited the financial statements of Making The Leap for the year ended 31st March 2017 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective Responsibilities of Trustees and Auditor**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors 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. The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly, we have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of the Audit of the Financial Statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the trustees' report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on Financial Statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31st March 2017 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.

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**Independent Auditor's Report to the Members of Making The Leap (*continued*)**

**Year Ended 31st March 2017**

**Matters on Which We are Required to Report by Exception**

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

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- the charity has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.



Nileshe Patel FCCA (Senior Statutory Auditor)

For and on behalf of  
Nigel Wilson & Co  
Accountants & statutory auditor  
4th Floor  
100 Fenchurch Street  
London  
EC3M 5JD

18th December 2017

**Making The Leap**  
**Company Limited by Guarantee**  
**Statement of Financial Activities**  
**(including Income and expenditure account)**

**31st March 2017**

		<b>2017</b>			<b>2016</b>
	<b>Note</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Endowment funds £</b>	<b>Total funds £</b>
<b>Income and endowments</b>					
Donations and legacies	5	44,751	432,220	—	476,971
Charitable activities	6	204,722	—	—	204,722
Investment income	7	48,930	—	—	48,930
<b>Total income</b>		<b>298,403</b>	<b>432,220</b>	<b>—</b>	<b>730,623</b>
<b>Expenditure</b>					
Expenditure on raising funds:					
Costs of raising donations and legacies	8	45,895	—	—	45,895
Expenditure on charitable activities	9,10	91,820	576,014	14,001	681,835
<b>Total expenditure</b>		<b>137,715</b>	<b>576,014</b>	<b>14,001</b>	<b>727,730</b>
<b>Net income/(expenditure)</b>		<b>160,688</b>	<b>(143,794)</b>	<b>(14,001)</b>	<b>2,893</b>
Transfers between funds		(145,000)	145,000	—	—
<b>Net movement in funds</b>		<b>15,688</b>	<b>1,206</b>	<b>(14,001)</b>	<b>2,893</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		65,057	237	644,022	709,316
<b>Total funds carried forward</b>		<b>80,745</b>	<b>1,443</b>	<b>630,021</b>	<b>709,316</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 17 to 24 form part of these financial statements.

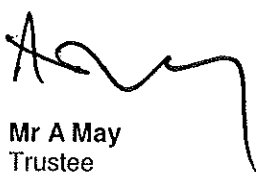


**Making The Leap**  
**Company Limited by Guarantee**  
**Statement of Financial Position**  
**31st March 2017**

		2017		2016
		£	£	£
<b>Fixed Assets</b>				
Tangible fixed assets	16	630,021		644,873
<b>Current Assets</b>				
Debtors	17	59,487	28,259	
Cash at bank and in hand		145,952	135,627	
		<u>205,439</u>	<u>163,886</u>	
<b>Creditors: Amounts Falling due Within One Year</b>	18	<u>107,351</u>	<u>57,651</u>	
<b>Net Current Assets</b>		98,088		106,235
<b>Total Assets Less Current Liabilities</b>		728,109		751,108
<b>Creditors: Amounts Falling due after More than One Year</b>	19	15,900		41,792
<b>Net Assets</b>		<u>712,209</u>		<u>709,316</u>
<b>Funds of the Charity</b>				
Endowment funds		630,021		644,022
Restricted funds		1,443		237
Unrestricted funds		80,745		65,057
<b>Total charity funds</b>	21	<u>712,209</u>		<u>709,316</u>

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

These financial statements were approved by the board of trustees and authorised for issue on 18th December 2017, and are signed on behalf of the board by:

  
**Mr A May**  
Trustee

The notes on pages 17 to 24 form part of these financial statements.

**Making The Leap**  
**Company Limited by Guarantee**  
**Statement of Cash Flows**  
**Year Ended 31st March 2017**

	2017 £	2016 £
<b>Cash Flows from Operating Activities</b>		
Net income/(expenditure)	2,893	(16,326)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	14,852	14,285
Rent receivable	(48,842)	(42,165)
Other interest receivable and similar income	(88)	(317)
Interest payable and similar charges	3,845	5,119
<i>Changes in:</i>		
Trade and other debtors	(31,228)	1
Trade and other creditors (excluding borrowings)	48,075	(68,370)
Cash generated from operations	(10,493)	(107,773)
Interest paid	(3,845)	(5,119)
Interest received	88	317
Net cash used in operating activities	<u>(14,250)</u>	<u>(112,575)</u>
<b>Cash Flows from Investing Activities</b>		
Rent receivable	48,842	42,165
Purchase of tangible assets	–	(417)
Net cash from investing activities	<u>48,842</u>	<u>41,748</u>
<b>Cash Flows from Financing Activities</b>		
Repayments of borrowings	(24,267)	(22,731)
Net cash used in financing activities	<u>(24,267)</u>	<u>(22,731)</u>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>10,325</b>	<b>(93,558)</b>
<b>Cash and Cash Equivalents at Beginning of Year</b>	<b>135,627</b>	<b>229,185</b>
<b>Cash and Cash Equivalents at End of Year</b>	<b><u>145,952</u></b>	<b><u>135,627</u></b>

The notes on pages 17 to 24 form part of these financial statements.

**Making The Leap**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements**  
**Year Ended 31st March 2017**

**1. General Information**

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Harriet Tubman House, Hazel Road, Kensal Green, London, NW10 5PP.

**2. Statement of Compliance**

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Charities Act 2011.

**3. Accounting Policies**

**Basis of Preparation**

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

**Going Concern**

There are no material uncertainties about the charity's ability to continue.

**Transition to FRS 102**

The entity transitioned from previous UK GAAP to FRS 102 as at 1st April 2015. Details of how FRS 102 has affected the reported financial position and financial performance is given in note 23.

**Judgements and Key Sources of Estimation Uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

**Fund Accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**Making The Leap**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements (*continued*)**  
**Year Ended 31st March 2017**

**3. Accounting Policies (*continued*)**

**Incoming Resources**

**Income**

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donated services or facilities, which comprise donated services, are included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised where there is no financial cost borne by a third party

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation

**Resources Expended**

Expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

**Tangible Assets**

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

**Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	- 2% straight line
Fixtures and fittings	- 33% straight line
Office equipment	- 25% straight line

**Making The Leap**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements (continued)**  
**Year Ended 31st March 2017**

**3. Accounting Policies (continued)**

**Financial Instruments**

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

**Defined Contribution Plans**

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

**4. Limited by Guarantee**

Making The Leap is a company limited by guarantee and accordingly does not have share capital

**5. Donations and Legacies**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2017 £
<b>Donations</b>			
Grants and Donations	<u>44,751</u>	<u>432,220</u>	<u>476,971</u>
	<i>Unrestricted Funds £</i>	<i>Restricted Funds £</i>	<i>Total Funds 2016 £</i>
<b>Donations</b>			
Grants and Donations	<u>80,532</u>	<u>315,390</u>	<u>395,922</u>

**6. Charitable Activities**

	Unrestricted Funds £	Total Funds 2017 £	Unrestricted Funds £	Total Funds 2016 £
Other generated income	25,830	25,830	33,010	33,010
Fundraising events	<u>178,892</u>	<u>178,892</u>	<u>173,426</u>	<u>173,426</u>
	<u>204,722</u>	<u>204,722</u>	<u>206,436</u>	<u>206,436</u>

**Making The Leap**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements (continued)**  
**Year Ended 31st March 2017**

**7. Investment Income**

	Unrestricted Funds	Total Funds 2017	Unrestricted Funds	Total Funds 2016
	£	£	£	£
Rental income - Community centre	48,842	48,842	42,165	42,165
Bank interest receivable	88	88	317	317
	<u>48,930</u>	<u>48,930</u>	<u>42,482</u>	<u>42,482</u>

**8. Costs of Raising Donations and Legacies**

	Unrestricted Funds	Total Funds 2017	Unrestricted Funds	Total Funds 2016
	£	£	£	£
Fundraising events cost	<u>45,895</u>	<u>45,895</u>	<u>28,059</u>	<u>28,059</u>

**9. Expenditure on Charitable Activities by Fund Type**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2017
	£	£	£	£
Wages and salaries	3,370	426,332	–	429,702
National insurance	–	42,140	–	42,140
Pension cost	14,070	36,713	–	50,783
Event costs	–	12,446	–	12,446
Course participant travel	–	5,064	–	5,064
Maintenance	3,999	1,292	–	5,291
Utilities	3,908	–	–	3,908
Support costs	66,473	52,027	14,001	132,501
	<u>91,820</u>	<u>576,014</u>	<u>14,001</u>	<u>681,835</u>

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2016
	£	£	£	£
Wages and salaries	3,500	409,995	–	413,495
National insurance	–	35,642	–	35,642
Pension cost	16,018	34,005	–	50,023
Event costs	–	7,848	–	7,848
Course participant travel	481	3,294	–	3,775
Maintenance	–	10,527	–	10,527
Utilities	–	3,108	–	3,108
Support costs	22,702	71,986	14,001	108,689
	<u>42,701</u>	<u>576,405</u>	<u>14,001</u>	<u>633,107</u>

**Making The Leap**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements (continued)**  
**Year Ended 31st March 2017**

**10. Expenditure on Charitable Activities by Activity Type**

	Activities undertaken directly	Support costs	Total funds 2017	Total fund 2016
	£	£	£	£
Wages and salaries	429,702	38,061	467,763	438,422
National insurance	42,140	2,711	44,851	36,503
Pension cost	50,783	1,375	52,158	50,023
Event costs	12,446	—	12,446	7,848
Course participant travel	5,064	—	5,064	3,775
Maintenance	5,291	—	5,291	10,527
Utilities	3,908	5,626	9,534	8,713
Travel and subsistence	—	1,981	1,981	2,029
Legal and professional fees	—	261	261	5,807
Telephone	—	8,878	8,878	10,723
Printing, postage and stationery	—	6,027	6,027	6,620
Storage costs	—	5,112	5,112	6,279
Computer expenses	—	8,375	8,375	3,343
Premises insurance	—	6,322	6,322	4,971
Entertaining	—	360	360	166
Consultancy fees	—	4,050	4,050	2,205
Repairs and renewals	—	—	—	2,083
Subscriptions	—	11,588	11,588	3,192
Training	—	872	872	887
Recruitment costs	—	1,091	1,091	2,690
Governance costs	—	29,811	29,811	26,301
	<u>549,334</u>	<u>132,501</u>	<u>681,835</u>	<u>633,107</u>

In the opinion of the Trustees the above adequately analyses Support costs and so no further disclosure has been made.

**11. Net Income/(Expenditure)**

Net income/(expenditure) is stated after charging/(crediting):

	2017	2016
	£	£
Depreciation of tangible fixed assets	<u>14,852</u>	<u>14,285</u>

**12. Auditors Remuneration**

	2017	2016
	£	£
Fees payable for the audit of the financial statements	<u>3,600</u>	<u>3,720</u>

**Making The Leap**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements (continued)**  
**Year Ended 31st March 2017**

**13. Staff Costs**

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2017	2016
	£	£
Wages and salaries	467,763	438,422
Social security costs	44,851	36,503
Employer contributions to pension plans	52,158	50,023
	<u>564,772</u>	<u>524,948</u>

The average head count of employees during the year was 17 (2016: 18). The average number of full-time equivalent employees during the year is analysed as follows:

	2017	2016
	No.	No.
Senior Management	2	2
Training	4	5
Corporate Partnerships	1	1
Support	1	2
Management, Admin & Finance	4	2
Community & Youth work	1	1
Associate Recruitment	2	3
Education	1	1
Participants Recruitment	1	1
	<u>17</u>	<u>18</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2017	2016
	No.	No.
£60,000 to £69,999	<u>1</u>	<u>1</u>

**14. Trustee Remuneration and Expenses**

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees.

**15. Transfers Between Funds**

A transfer was made between the Restricted and Unrestricted funds to finance the ongoing activity in the restricted fund.



**Making The Leap**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements (continued)**  
**Year Ended 31st March 2017**

**16. Tangible Fixed Assets**

	Land and buildings £	Fixtures and fittings £	Equipment £	Total £
<b>Cost</b>				
At 1st April 2016 and 31st March 2017	<u>700,026</u>	<u>51,640</u>	<u>44,974</u>	<u>796,640</u>
<b>Depreciation</b>				
At 1st April 2016	56,004	51,640	44,123	151,767
Charge for the year	<u>14,001</u>	<u>–</u>	<u>851</u>	<u>14,852</u>
At 31st March 2017	<u>70,005</u>	<u>51,640</u>	<u>44,974</u>	<u>166,619</u>
<b>Carrying amount</b>				
At 31st March 2017	<u>630,021</u>	<u>–</u>	<u>–</u>	<u>630,021</u>
At 31st March 2016	<u>644,022</u>	<u>–</u>	<u>851</u>	<u>644,873</u>

**17. Debtors**

	2017 £	2016 £
Trade debtors	45,869	24,879
Other debtors	<u>13,618</u>	<u>3,380</u>
	<u>59,487</u>	<u>28,259</u>

**18. Creditors: amounts falling due within one year**

	2017 £	2016 £
Bank loans and overdrafts	25,896	24,271
Trade creditors	1,483	1,882
Social security and other taxes	12,746	11,165
Other creditors	<u>67,226</u>	<u>20,333</u>
	<u>107,351</u>	<u>57,651</u>

The bank loan from The Charity Bank is secured by a first charge over the company's freehold property

**19. Creditors: amounts falling due after more than one year**

	2017 £	2016 £
Bank loans and overdrafts	<u>15,900</u>	<u>41,792</u>

The bank loan from The Charity Bank is secured by a first charge over the company's freehold property

**Making The Leap**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements (continued)**  
**Year Ended 31st March 2017**

**20. Pensions and Other Post Retirement Benefits**

**Defined contribution plans**

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £52,158 (2016: £50,023).

**21. Analysis of Charitable Funds**

**Unrestricted funds**

	At 1st April 2016	Income	Expenditure	Transfers	At 31st March 2017
	£	£	£	£	£
Unrestricted Fund	<u>65,057</u>	<u>298,403</u>	<u>(137,715)</u>	<u>(145,000)</u>	<u>80,745</u>

**Restricted funds**

	At 1st April 2016	Income	Expenditure	Transfers	At 31st March 2017
	£	£	£	£	£
Restricted Fund	<u>237</u>	<u>432,220</u>	<u>(576,014)</u>	<u>145,000</u>	<u>1,443</u>

**Endowment funds**

	At 1st April 2016	Income	Expenditure	Transfers	At 31st March 2017
	£	£	£	£	£
Permanent Endowment Fund	<u>644,022</u>	<u>—</u>	<u>(14,001)</u>	<u>—</u>	<u>630,021</u>

**22. Analysis of Net Assets Between Funds**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2017
	£	£	£	£
Tangible fixed assets	—	—	630,021	630,021
Current assets	203,996	1,443	—	205,439
Creditors less than 1 year	(107,351)	—	—	(107,351)
Creditors greater than 1 year	(15,900)	—	—	(15,900)
<b>Net assets</b>	<u>80,745</u>	<u>1,443</u>	<u>630,021</u>	<u>712,209</u>

**23. Transition to FRS 102**

These are the first financial statements that comply with FRS 102. The charity transitioned to FRS 102 on 1st April 2015.

No transitional adjustments were required in the retained funds or income or expenditure for the year.