

**Making the Leap.**



# Foreword

Reflecting on the past year, I am filled with immense pride and gratitude for the strides we have made in our mission to enhance social mobility for young people across the UK. Despite ongoing challenges, our commitment to transforming lives has only strengthened, and the impact of our work is more visible than ever.

Our commitment and dedication to breaking down barriers and creating opportunities for less advantaged young people has been long-standing. The evidence presented in this report highlights not only our sustained efforts but also the expansion of our reach and the deepening of our impact.

We have continued to develop essential skills in young people, equip them with employability skills, and bridge the gap between education and employment. The remarkable increase in the number of participants and schools involved in our programmes is a testament to the trust placed in us by our partners, volunteers, and the communities we serve. I am particularly pleased with our return to in-person activities, which have been crucial for building confidence and providing real-world experiences for our young people.

Our flagship initiative, the UK Social Mobility Awards (SOMOs), has further cemented our leadership in this space, inspiring a nationwide commitment to advancing social mobility. The positive feedback from our Social Mobility Business Seminar attendees reinforces the importance of our advocacy work and the growing recognition of social mobility as a critical issue.

Our new initiatives, such as the Black Charity Leaders programme, have also been pivotal in addressing specific barriers and supporting the development of future leaders from racially minoritised backgrounds. The success stories of individuals like Tasneem Oubira and Duc Nguyen, who have transformed their lives through our ACE Programme, exemplify the profound impact of our work.

These achievements would not have been possible without the unwavering support of our partners, funders, and volunteers. Your contributions have been invaluable, enabling us to expand our programmes and reach more young people than ever before. Together, we are making a tangible difference in the lives of those who need it most.

As we look ahead, I am confident that we will continue to build on this momentum. Our vision remains steadfast: a society where every young person has the chance to succeed, regardless of their background, and where employers and educational institutions play a crucial role in making this a reality.

Thank you for your continued support and belief in our mission.

Warm regards,



**Tunde Banjoko OBE**  
CEO, Making The Leap

*Tunde Banjoko*

# Introduction

Making The Leap is a grassroots societal change charity that aims to make a big difference. From direct delivery to advocacy and leadership, we refuse to stay in our lane and believe passionately that those we exist to serve have the right to be anything they want to be.

**Our mission** is to transform the futures of less advantaged young people in the UK by providing training to raise their aspirations and develop their skills, confidence, and motivation to choose and succeed in a career. We work directly with young people in London, and using evidence from our delivery and leadership initiatives, we raise awareness and encourage action on social mobility among UK employers and educators.

**Our vision** is that every young person in our country will have the chance to succeed, and every employer and educational institution will have a part to play in making it happen.

## What social is mobility?

Social mobility is typically defined as creating opportunities for individuals from less advantaged socio-economic backgrounds (LSEBs) to become more economically successful.<sup>1</sup> At Making The Leap, our aim is to make social mobility a reality in the UK, which would mean **everyone has access to:**

**A good standard of living, no matter what your occupation or background.** This means that, no matter what your job, class, race, gender, or other characteristics, you have (at the very least) the ability to feed themselves and their families, decent housing, and financial security.

**Equality of opportunity, no matter what your parents' occupation or background.** This means that, no matter what your parents' job, class, race, gender, or other characteristics, you have fair access to any education, employment, and training (EET) opportunities you wish to pursue. Linking back to our first goal, regardless of the EET pathways you choose, you will have access to a good standard of living.

## Why does social mobility matter?

Recent evidence indicates that there is still a long way to go before our vision of social mobility is realised in the UK. Children from low-income households are less likely to experience social mobility than their counterparts 40 years ago, with LSEB individuals who are racially minoritised and LSEB individuals who grow up in the North of England among the least 'socially mobile' groups.<sup>2</sup> Housing mobility and wealth mobility<sup>3</sup> have worsened over the past 30 years, while there continues to be a strong link between growing up in a low-income household and being in a low-income occupation.<sup>4</sup>

However, **there are reasons to be hopeful.** As outlined in this report, Making The Leap is continuing to grow its reach and impact through our direct delivery with schools and young adults. And through our leadership and advocacy initiatives, more and more individuals and organisations are taking action to make social mobility a reality in the UK.

<sup>1</sup> Social Mobility Commission (2021) Socio-economic diversity and inclusion. Employers' toolkit: Cross Industry Edition. London: Social Mobility Commission. <sup>2</sup> van der Erve, L., Krutikova, S., Macmillan, L., & Sturrock, D. (2023) Intergenerational mobility in the UK. London: Institute for Fiscal Studies. <sup>3</sup> The link between parents' home ownership / wealth and their children's home ownership / wealth, respectively. <sup>4</sup> Social Mobility Commission (2023) The State of the Nation: People and Places. London: Social Mobility Commission.

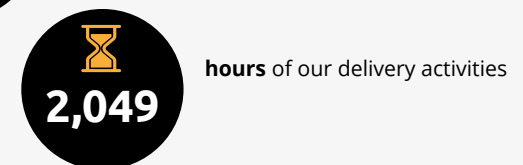
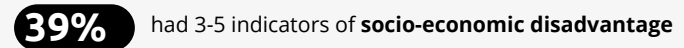
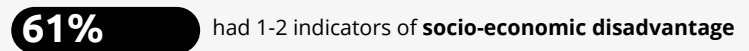
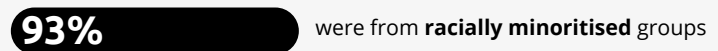
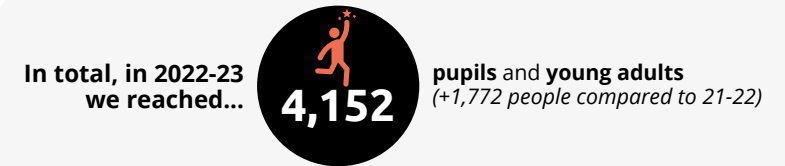
# Our work in 2022-23

Making The Leap has been working with schools and young adults for 30 years to make social mobility a reality in the UK. In 2022-23, we continued this work to...

- Develop** young people's essential skills – including confidence, communication, motivation, and teamwork
- Equip** young people with employability skills – including tailoring CVs, effective job applications and interview techniques
- Bridge the gap** between school and work through insight days and work experience
- Inform** young people about a wide range of careers
- Support** young adults into employment and through ongoing mentoring, pastoral support and career coaching

We were delighted to expand our delivery activities with schools and young adults in 2022-23, and to offer a combination of in-person and hybrid activities. This included the return of our in-person Insight Days with our employer partners and our in-person Social Mobility Careers Fair. These activities were highly valued by our young people as opportunities to develop their confidence, expand their networks, and gain exposure to employers across a range of sectors.

Compared to 2021-22, we saw a **74% increase** in the number of pupils and young adults taking part in our delivery activities in 2022-23. We worked with nearly **twice as many schools** in 2022-23 compared to the previous year. This increased activity was partly due to fewer Covid-19 restrictions in 2022-23, and was also particularly commendable given ongoing disruption in schools due to industrial action over this period. We were grateful to be supported by **twice as many volunteers** in 2022-23 compared to 2021-22, who gave over 2,000 hours of their time to support the development of our pupils and young people.





# Our social mobility leadership



S020  
MO22

Registered Charity No. 1120643

# Our social mobility leadership

## UK Social Mobility Awards (SOMOs) 2022

The UK Social Mobility Awards (SOMOs) is Making The Leap's flagship social mobility initiative. Founded in 2017, the SOMOs is a nationwide leadership initiative encouraging employers and educators to advance social mobility across the UK. In total, organisations who entered the SOMOs in 2022 employed over 1 million people across the UK. Employers came from 15 employment sectors, with finance, law, media, and professional services as the most represented sectors. Other sectors such as retail, facilities management, hospitality, and real estate were also represented.

We produced two key SOMOs research publications in 2022-23:



Widening the gate? Advancing Social Mobility in 2021-22, which examines the key activities, enablers, and barriers to advancing social mobility among all employers and educators who entered the awards in 2022



UK Social Mobility Awards: 2022 Winners' Case Study Report, which explores best practice and top tips from the 2022 winners across our 12 categories.



## Social Mobility Business Seminar 2023

Each year, Making The Leap convenes the Social Mobility Business Seminar, which provides leaders across the private, public, and third sectors with a valuable opportunity to learn why and how to advance social mobility in the UK. This year's seminar took place in March 2023 – moderated by Tunde Banjoko OBE, the seminar included a fantastic line-up of speakers and panellists: Anneliese Dodds MP (Shadow Secretary of State for Women and Equalities), Bina Mehta MBE (Chair, KMPG UK), Michael Turner (CEO, Man Solutions), Steven Cooper CBE (CEO, Aldermore Bank), Chris Reeve (London Regional Market Leader, PwC UK), Julian Lee (Operations Director, Howdens), Paul Gerrard (Campaigns & Public Affairs Director, Co-op), and Dr Padmini Iyer (Head of Research and Advocacy, Making The Leap).

We received highly positive feedback from our attendees, which indicated that after the seminar...

**94%** of attendees felt more motivated to act on social mobility

**88%** of attendees valued the opportunity to meet like-minded people working on social mobility





# Our work in schools

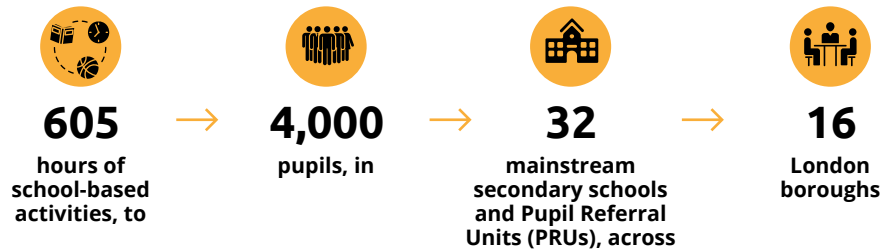


# Our work in schools

## What did we do?

We continued our delivery with schools virtually from March – July 2021, and resumed in-person delivery from October 2021.

In total, we delivered...



Through our school programmes, we worked with pupils who most needed support to:

### Develop interview skills

through our popular Mock Interview Days, which were delivered by volunteers from **BNP Paribas**, **Candriam**, **HSBC**, **PA Consulting**, **Pentland Brands**, **Smart Meter**, and **Snap**.

### Bridge the gap between school and work

through in-person work experience and Insight Days with **Kraft Heinz**, **PA Consulting**, **Pentland Brands** and **Snap** who provided hands-on experience and insights into the world of work.



### Explore alternative career pathways

through our brand-new Pathways for Success programme, funded by **The Mercers' Charitable Foundation** for which the Mercers' Company is Corporate Trustee. Programme activities focused on developing essential skills and supporting career pathways for 16 to 18-year-olds who are not planning to go to university.

### Raise educational aspirations

through our **Raising University Aspirations** event, which connected young people with Russell Group Universities and encouraged them to consider a prestigious higher education pathway.

### We also continued to:

#### Support pupils at risk of becoming NEET

through our ongoing Career Ahead Programme, funded by the **Youth Futures Foundation**, which focused on developing soft skills and employability skills for pupils in secondary schools.



## What impact did we have in schools?

Our **Mock Interview Days** had a positive impact on key outcomes for school pupils including **confidence, communication** and **motivation**. Based on evaluation data from 960 Year 10-12 pupils who took part in Mock Interview Days in October 2022 to March 2023, we found that:

**95%** improved their understanding of how interviews work

**93%** improved their confidence in an interview situation

**85%** improved their communication skills

**72%** felt increased motivation to apply for a job

Early evaluation data from our new **Pathways for Success** programme highlighted key benefits for pupils who were not planning to go to university and needed extra support with alternative career pathways. After a few months, teachers and pupils told our external evaluator (the Centre for Education and Youth) that the programme was already a positive impact:

- Improved understanding of post-18 career options
- Improved soft skills, such as confidence and communication
- Improved attendance and engagement at school
- Improved academic performance

"Pathways for Success has made me re-think the pathways I've considered. I realise that **there are other ways to get to my desired career** without just going to university. It has also made me think about the hard and soft skills that I have, and what I need to work on."

Pupil from St Claudine's Catholic School for Girls, March 2023

"The interviewer helped me understand **how to conduct an interview very professionally** with tips and tricks. I thought my interviewer was **very helpful** and gave me the information needed to perfect my future interviews. I will definitely be implementing the S.T.A.R method."

Pupil from City of London Academy Southwark, October 2022

"I had a very positive experience and I feel like I've **improved my communication skills**. I enjoyed the interview overall; I think this was a great experience and it helped me to be **aware of what happens in interviews**. Before this experience I was very hesitant but now, **I'm sure I'm going to be fine.**"

Pupil from Fulham Cross Girls' School, October 2022

"I've seen **increased motivation** in my Pathways for Success students – they're getting **higher grades**, showing a positive outlook on school, **developing their CVs**, and some are **actively looking for apprenticeships.**"

Teacher from Preston Manor School, March 2023

## Believe to Achieve: David's story

When I arrived at PA Consulting, I felt good because the staff were so professional. There were good vibes in the room. **Before the visit, I feel like I had tunnel vision about my career.** But when the person from PA Consulting's graduate scheme was talking about how she studied psychology before starting her career, I realised you can study a lot of different things at university and still get a job somewhere like PA Consulting. Also, **I learned about lots of careers I had no idea about,** thanks to the information the PA Consulting volunteers shared with us.

The activities we did with PA Consulting staff **helped me to feel more confident.** I usually feel really nervous in one-to-one conversations, but I learned that it's not as bad as I thought! The PA volunteers made me realise that I shouldn't feel shy about **expressing my ideas** – in fact, it could help me to connect with other like-minded people. That reassurance really gave me the confidence to know I can handle a one-to-one conversation in future.

A few months before the visit to PA Consulting's offices, I took part in a Mock Interview Day with PA volunteers at my school. My interviewer gave me really helpful feedback on **making a good impression in a job interview.** I learned about the language I should use to show my enthusiasm, the importance of eye contact (including how to maintain it even if you're feeling nervous), and generally how to show a positive attitude.

The programme has also given me a **really good understanding of careers available** at PA Consulting, and I hope to apply to the graduate scheme in future!

We also saw early positive impacts from our new **Believe to Achieve** programme. In 2022-23, the programme began with 301 sixth form students from two partner schools taking part in activities facilitated by Making The Leap, with volunteers from **PA Consulting** playing a vital role in developing essential skills and knowledge for the world of work.

David was one of 41 sixth form students who had the opportunity to take part in both a Mock Interview Day and an Insight Visit to PA Consulting's offices. He shared his reflections on how the experience helped him to learn more about the company, improved his employability skills, developed his confidence, and left him feeling more informed about his future career options.





# Our work with young adults





# Our work with young adults

## What did we do?

In 2022-23, we delivered the ACE Programme, our flagship programme for young adults (aged 18 to 25), over...



hours with



young adults

## Engagement

The ACE Programme starts with our Engagement Team, who work with Job Centres and universities across London. In 2022-23, the team spent 1,710 hours informing young adults and careers teams about Making The Leap's services, and encouraging young adults to register for the ACE Workshop.

## The ACE Workshop

Once young adults register for our ACE Workshop, we refer to them as **Associates**. Over three weeks, the ACE Workshop aims to develop soft skills and employability skills including:

- Communication
- Confidence
- Motivation
- Teamwork
- Tailoring CVs
- Effective job applications
- Interview skills

We continued to deliver a hybrid ACE Workshop in 2022-23, with a combination of in-person delivery at Making The Leap's offices, in-person delivery at the offices of our corporate partners, and virtual delivery with Making The Leap staff and volunteers. In 2022-23, the ACE Workshop was supported by volunteers from **BNP Paribas, CMC Markets, Hedley May, Howard Kennedy, HSBC, and Hyve**.



## Ongoing support

Once they have graduated from the workshop, our Associates are known as **Fellows**. As **Fellows**, they are eligible for a range of support, including...

### One-to-one career guidance

through mentoring and career coaching provided by our Delivery Team and our longstanding volunteers.

### Connections with employer partners

through in-person Insight Days at the offices of our corporate partners. In 2022-23, we facilitated Insight Days with corporate partners including **BNP Paribas, Candriam, CMC Markets, Howard Kennedy, HSBC, Hyve, Pathlight Associates, Snapchat, State Street, and Wates**.

### Tailored support with job applications

through regular job search sessions, which are delivered by our volunteers.



## Who did we work with?

In 2022-23, all the young people we worked with were from less advantaged socio-economic backgrounds (LSEB). To recognise the multi-dimensional nature of socio-economic disadvantage (SED), we use the following indicators:

- Previous eligibility for Free School Meals (FSM)
- Parental occupation at age 14
- Whether from a single parent family
- Parental education (whether attended university)
- Any experience of homelessness
- Any experience of growing up in care

On average, of our Associates had of socio-economic disadvantage.

**83%** had 1 to 2 indicators of socioeconomic disadvantage

**17%** had 3 to 5 indicators

Looking at further demographic data for our 2022-23 Associates : 57% identified as male, with 41% identifying as female, and 1% as non-binary. 85% of our Associates were from racially minoritised groups, with Associates most likely to identify as Black or Black British (36%) or as Asian or Asian British (31%). 16% of our Associates identified as disabled and/or as having a health condition, while 77% of our Associates described themselves as not being disabled or having any health conditions.

**43%** Previously eligible for FSM

**31%** Parental occupation: NS-SEC 6-8\*

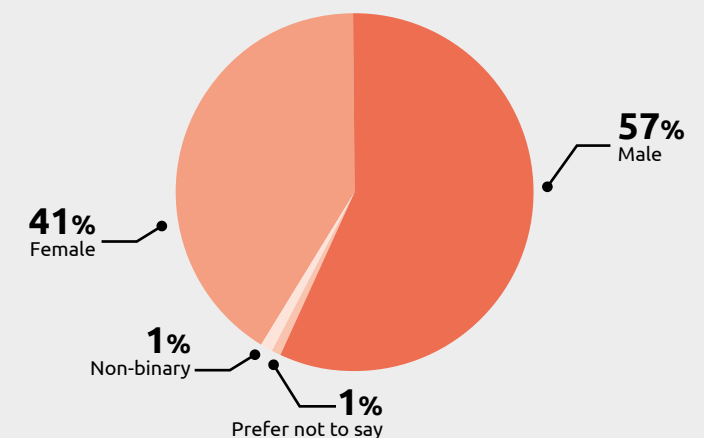
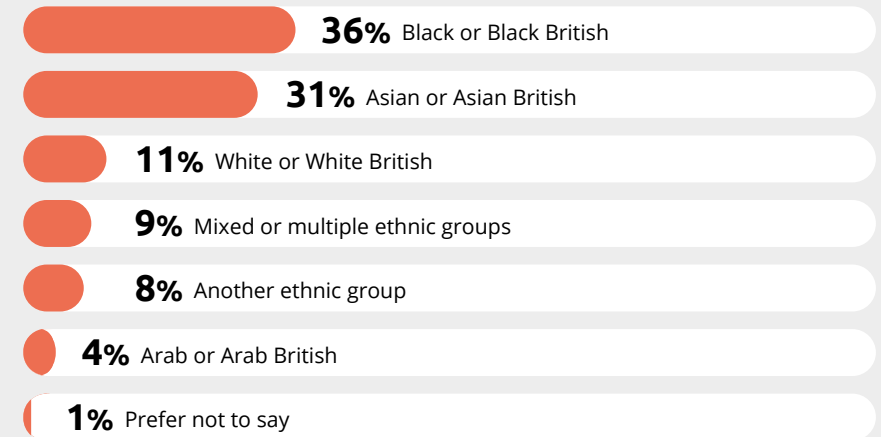
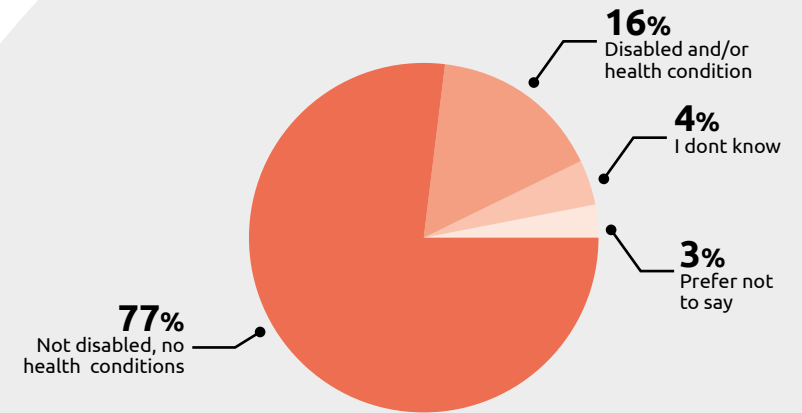
**24%** From a single parent family

**17%** Parent/s unemployed

**13%** Experienced homelessness

**3%** Care experienced

\*Classified as 'working-class' / 'lower socio-economic background' - National Statistics Socio-Economic Classification

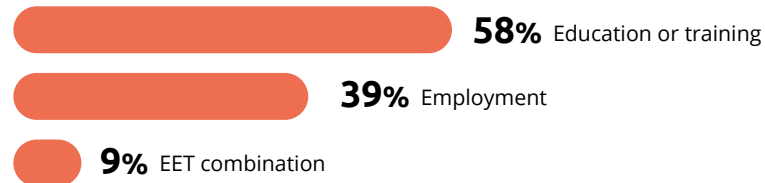


## What impact did we have?

Of our Fellows who graduated last year:

**91%** achieved an education, employment or training (EET) outcome in 2022-23.

Of those with an EET outcome:



In addition to these EET outcomes, Fellows described a wide range of benefits from participating in the ACE Workshop and receiving ongoing support from Making The Leap, such as:

### Improved essential skills

including clearer career aspirations and ambitions, improved confidence and communication skills

### Increased employability

through wider professional networks, improved CVs and job applications, and better interview skills

### Wider support networks

from Making The Leap's Delivery Team and network of volunteers, who provided professional and personal support



"I enjoyed **visiting different companies** and seeing where they work and the cultures and taking part in the workshops that they presented us with."

Making The Leap Associate,  
ACE Cohort 2022-23

"I enjoyed how, with each session, I grew in **confidence** and came out of my shell and comfort zone. Each session **challenged me to push myself** and I was able to notice things and skills I never knew I had. I can say with the utmost of confidence that, from the first day of the programme and upon graduation, **I'm a completely different person.**"

Making The Leap Associate,  
ACE Cohort 2022-23

"**I learned so much about myself**, especially what my strengths and weaknesses were and how to identify them, as well as work on them."

Making The Leap Associate,  
ACE Cohort 2022-23

"Every aspect of the 3 weeks was **enjoyable and engaging**. From the individual tasks, the group projects, the morning jokes, and the Zoom meetings; everything felt **thought-out and important.**"

Making The Leap Associate,  
ACE Cohort 2022-23



# Case study





# Impact case study



**Tasneem Oubira**

Associate Business Consultant  
BJSS

## What were you doing before you joined the ACE Programme?

Before I joined the ACE Programme, I was working part-time as a science and maths tutor at a tuition centre, and I was also working part-time for a charity.

## Why did you sign up for the ACE Programme?

I was enjoying my work before signing up for the ACE Programme, but I was ready for a change and thought I should look for a more sustainable career path. So I went to the Job Centre to explore more options, and that's where I heard about Making The Leap.

## How has the ACE Programme helped you?

Taking part in the ACE Programme helped me so much. I gained confidence in myself, and I developed a better understanding of my strengths. The advice I received from the Making The Leap team also really helped me to understand how to showcase and tailor my experiences and qualifications for different job applications. After completing the ACE Workshop, I applied for a lot of jobs, and Making The Leap helped me with several mock interviews. I learned about one opportunity – with BJSS, an IT tech consultancy – through Making The Leap, and the team gave me so much support with my cover letter and the whole application process. My

application was successful, and I'm now an Associate Business Consultant at BJSS! Making The Leap has truly opened new doors for me – I did not know much about this sector before the ACE Programme, and I would not have considered working in the consulting industry. I have learned so much in my new role, and I apply lessons from the ACE Programme every day at work.

## What advice would you give any young people thinking about coming to Making The Leap?

To any young people considering the ACE Programme – I would highly recommend it! Not only will you benefit hugely from professional and personal development through the workshop, you will have access to amazing ongoing support – you can come back to the team with any questions or concerns you have about the working world, whether you're applying for jobs, already in your role, or thinking about a promotion. Overall, Making The Leap has prepared me and put me in a great position to excel in any job, and if you give the ACE Programme a chance, they can do the same for you too.

## What would you say to individuals and organisations who support Making The Leap?

The love and care Making The Leap has shown me is out of this world, and I cannot thank Making The Leap's supporters enough for all they do to make this work possible. Making The Leap's mission is so special to me that I joined the Fellows Board in summer 2023, which means I will be able to continue working with the organisation and to support young people like me to find meaningful careers that they love.



# Impact case study



**Duc Nguyen**

Junior Management Consultant  
Pathlight Associates

## What were you doing before you joined the ACE Programme?

I was looking for a job, as many others do, without really knowing what I really wanted to do. It was a tough time for me – I was attending Job Centre meetings weekly, living on my own, and getting by on Universal Credit payments.

## Why did you sign up for the ACE Programme?

It was a Friday when I had my weekly meeting with my Work Coach in the Job Centre, and she decided to call Gareth Pryce (one of the many amazing people at Making The Leap), to ask if there was a spot in the ACE Programme for me to join. To be honest, I didn't know anything about the programme, but I decided to give it a shot as it was something different from looking for jobs online, on the phone, and in response to flyers. I wanted something to change, and I could not imagine the huge impact this decision would have.

## How has the ACE Programme helped you?

In more ways than I can describe! From giving a proper handshake to presenting a powerful sales pitch, from appropriate behaviour in an office to networking with individuals from high-profile organisations – we learned how to become professionals, literally and figuratively. I was given the opportunity to change my life and to achieve a better future. The team at Making The Leap is the best at what they do in the social mobility space. They supported us from the first moment we walked through the door, until the day we finished our workshop – and even that was just the beginning. Long after graduation, I was in constant contact with my assigned mentors to keep track of my job seeking progress, prepare my CV, and practice my interview skills. Along with another Fellow, I applied for and gained a position at Pathlight Associates, one of Making The Leap's many employer partners.

## What advice would you give any young people thinking about coming to Making The Leap?

It's fine to feel scared and vulnerable – in fact, it's completely natural when you're young and looking for that first break. I experienced a lot of fear early in my life, for many reasons – but when I found it, I accepted the help available to me because I wanted to change. If you're at the point where you're thinking about coming to Making The Leap, your better self is on the other side, waiting to shake your hand. So reach out, and reach far.

## What would you say to individuals and organisations who support Making The Leap?

I'm just one of many Fellows who has a story to tell about being helped by Making The Leap. None of these stories would be possible without the support of the selfless people at Making The Leap who have faith in us, who make it possible for us to know that we matter, that we can be great, and we can be our own heroes. But the real heroes are all of you – the individuals and organisations who support Making The Leap, in order to give others a chance. So I thank you from the bottom of my heart – we all thank you.

# Social Mobility careers fair





# Social Mobility Careers Fair

Sponsored by **CMC Markets** and **The Peter Cruddas Foundation**, our annual Social Mobility Careers Fair aims to bridge the gap between young people from LSEBs and employers, and to improve social mobility by helping young people to transition into careers they may not have otherwise considered.

In October 2022, we were pleased to return to an in-person Careers Fair, with...

**14** employers acting as exhibitors: **Allen & Overy, Amazon, BlackRock, Bloomsbury Institute, bp, BNP Paribas, Cancer Research UK, CMC Markets, Code First Girls, Hyve, Lidl, PA Consulting, Pentland Brands, and Wates.**

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**262** young adults and pupils from LSEBs attending the Fair.

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Feedback from young adults and pupils who attended the Social Mobility Careers Fair highlighted the following benefits:

- Learning about careers in a range of sectors
- Networking with representatives from potential employers
- Improving confidence in one-to-one interactions with employers

Employers who exhibited at the Fair appreciated:

- Meeting young people from diverse backgrounds
- Having the opportunity to recruit from a more diverse talent pool
- Being well-prepared and supported by Making The Leap on the day



"This has been a **fantastic event**, great to hear people speaking so positively about MTL and to being a part of this - here's to everyone finding **the right job** for them!"

Employer exhibitor  
Social Mobility Careers Fair

"The speed interview session provided **great feedback** on what I did well, especially with how I structured my answers. I enjoyed speaking with the organisations participating the event, **learning about the opportunities** provided and narrowing down my career options."

Young adult attendee  
Social Mobility Careers Fair

"I think it was fantastic to hear from the young people... it showed **what we need to do as a business** to create more opportunities."

Employer exhibitor  
Social Mobility Careers Fair

"The Fair was **very helpful in finding opportunities** and getting to know many people. The speed interview was one of the main things that boosted my confidence. I'm glad that I attended this fair and felt **more confident** at the end."

Pupil attendee  
Social Mobility Careers Fair

# Black Charity Leaders





# Black Charity Leaders

In 2022, we launched Black Charity Leaders – a unique leadership development initiative focused for racially minoritised charity professionals, with the aim of improving race equity in the charity sector.

Our first cohort in 2022-23 consisted of...

**13** racially minoritised charity professionals, from

**7** national charities: **ACEVO, Asthma UK and the British Lung Foundation Partnership, Diabetes UK, Turn2Us, Macmillan, Sue Ryder, and Volunteering Matters**

**50+** hours of one-to-one and group-based activities to develop the knowledge, skills, and networks required to become charity leaders

As part of the programme, racially minoritised CEOs from major UK charities delivered virtual Masterclasses that were hugely valued by our Leaders. Charities represented included: **Black Thrive, Career Ready, Equality Trust, Making The Leap, RECLAIM, Taylor Bennett Foundation, UK Youth, and Voice4Change.**

Our internal evaluation highlighted the following positive impacts of the programme on our Leaders:

- Developing key skills and knowledge required to become a charity leader
- Feeling empowered and inspired by charity CEOs' leadership journeys
- Gaining a promotion as a result of skills and confidence from the programme



"I definitely feel more **inspired to believe in my own ability** as a leader... Since joining Black Charity Leaders, I feel a lot more **confident.**"

Cohort 1 participant  
Black Charity Leaders

"I left the Charity Governance module thinking that **I could do this**, I could become a trustee. It doesn't have to be an older person from a white background with years and years of experience [...] **somebody like me could do it.**"

Cohort 1 participant  
Black Charity Leaders

"**I applied for and got a job** as Project Manager, which I wouldn't have done without the skills and confidence I gained from BCL... A massive thank you!"

Cohort 1 participant  
Black Charity Leaders

"I think BCL is absolutely brilliant and I just think it's **inspiring**, it's **motivating**, it's **challenging**... it opens your eyes to areas you may not have learned about..."

Cohort 1 participant  
Black Charity Leaders

# How did we evaluate impact in 2022-23?

In 2022-23, we continued to focus on the following dimensions in our Evaluation Framework:



## Reach

The number of schools, pupils and young adults we worked with, and the number of hours we delivered across our school and young adult programmes.



## Experiences

The experiences of the pupils and young adults we reached, collected via feedback surveys on all our delivery activities. This includes what they hoped to get out of our programmes, what they enjoyed, and what could have been improved.



## Outcomes

The positive change and benefits from participating in our programmes. In 2022-23, we evaluated this dimension in terms of the education, employment and/or training (EET) outcomes achieved by our young adults, as well as the outcomes described by students, Associates and Fellows in our feedback surveys. In 2022-23, we introduced quantitative outcome measures to assess the impact of a number of our programmes. This included self-reported outcome measures for Mock Interview Days, and we also successfully piloted measures of 'distance travelled' for our flagship ACE Programme through pre- and post-surveys to assess key outcomes including confidence, communication, and teamwork. We report data from self-reported outcome measures in this year's Annual Report, and we will report full results from our pre- and post-surveys in our 2023-24 Annual Report.





# Accounts



**Making the Leap.**  
Raise Aspirations. Increase Opportunities. Change Young Lives.

**STAGE CONFIGURATIONS**

**KEY WORDS**

Professional attire, red lanyards, ID badges

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Professional attire, red lanyards, ID badges

# Accounts

## Reference and administrative details of the charity, its trustees and advisers for the year ended 31 March 2023

### Trustees

Mr A Boucher  
Mr J Williams  
Mr W Chapman  
Mr A Nooriala  
Mr N Cheffings  
Ms K Eden-Green  
Mr O Akunmu Babarinde  
Mrs A Chhania

### Company registered number

03162045

### Charity registered number

1058648

### Registered office

Harriet Tubman House  
Hazel Road  
Kensal Green  
London  
NW10 5PP

### Independent auditors

Peters Elworthy & Moore  
Chartered Accountants  
Statutory Auditors  
Salisbury House Station  
Road Cambridge  
CB1 2LA

### Bankers

The Co-Operative Bank  
PO Box 250  
Delf House  
Skelmersdale  
WN8 6WT



# Accounts | Trustees' report for the year ended 31 March 2023

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2022 to 31 March 2023. The annual report serves the purposes of both a Trustees' Report and a Directors' Report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition - October 2019).

Since the Charity qualified as small under section 382 of the Companies Act 2006, the strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

## Structure, governance and management

### a. 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 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.

### b. 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.

### c. Trustee induction and training

An induction has been developed to ensure that any newly appointed trustee receives training on all matters necessary to enable them to perform their duties effectively. This may be tailored to their specific needs but 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. The Chief Executive is responsible for ensuring that the induction process is arranged and completed.

### d. Organisational structure

The Trustees provided governance and oversight of all Making The Leap operations during the year. There were four board meetings within the year. The Finance & General Purposes Committee is the only standing committee of the charity. The Chief Executive had 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.

## Objectives and activities

The objectives 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.

# Accounts | Trustees' report for the year ended 31 March 2023 (continued)

## Financial Review

### a. Funders, grants, partners and donors

Every year, Making The Leap welcomes the support we get from companies, trusts, foundations and individuals. This support is what enables us to transform the futures and raise the aspirations of young people—helping them to develop the skills behaviours and attitudes needed to succeed in any career they choose.

With this in mind, we would like to say a huge thank you to HSBC, Barclays, The Stone Family Foundation, The Mercers' Company, The PA Foundation, The Henry Smith Charity, TapIn Media Ltd, Co-Operative Group Limited, Youth Futures Foundation, The Peter Cruddas Foundation, Pentland Brands Ltd, Candriam Belgium, Alpha Sights Ltd, Howard Kennedy LLP, Amanda May, Mark John & Sarah Crosbie, Hedley May LLP, SKY UK, Capita Plc, Foxtons, PwC Foundation, Lidl Great Britain Ltd, CallSign, CMC Markets UK Plc, Amazon, TapInMedia Ltd, Snap Group Ltd, Ocreus Group Limited, BP International Ltd, HYVE Group Plc, StepStone GroupEurope LLP, Thought Machine, BNP Paribas Securities Services, Pentland Brands Ltd, Trust For London and Neighbourhood Community Infrastructure Levy (Brent).

Your support means so much.

### b. Overview

The figures shown in the financial statements of these accounts for the financial year of 2022-2023 saw the charity effectively break even, with a positive movement in funds of £8,068. Our total income for the year was £1,476,117, which is down from the previous year's 1,7469,695 (though this figure includes £250k that had been held on account from 2021-2022 that was reinstated). Of that £1,476,117, £819,902 came from Donations and Legacies, which was down on the £954,507.

We are grateful to all the trusts, foundations, companies and individuals, who generously supported the organisation's activities. Income from Charitable Activities was £652,677, with £470,809 coming from the SOMOs. Though at first glance this looks a significant drop off from the £693,908 in 2021-2022, the latter

figure is where the £250k mentioned above was placed, so if that were not there it would show that we secured £26,901 more UK Social Mobility Awards (SOMOs) income in 2022-2023. We also generated £34,842 more other generated charitable income. We are grateful for the greater number of funders, who generously supported the organisation's activities.

### c. Reserves

Making The Leap hold a mix of restricted and unrestricted reserves.

Restricted reserves represent the unspent balance of restricted income received by the charity, where the funding is allocated to specific charitable activities and projects. Restricted reserves will be applied to the future funding of those specific activities and projects to which the funds were intended.

Unrestricted reserves are held to fund and support the overall operation of the charity and can be applied by the charity to fund any aspects of the charity's operations. Unrestricted reserves are also held as a buffer to enable the charity to a) withstand any short term cashflow and working capital shortfalls; b) mitigate against the financial impact of identified and monitored risks; and c) to cover any unforeseen expenditure. Our reserves policy is to build up reserves of up to six months of operating costs.

Unrestricted reserves have decreased from £1,929,273 to £1,815,258 at March 2023. Excluding the net book value of tangible fixed assets, free unrestricted reserves have decreased from £1,357,277 to £1,243,886.



# Accounts | Trustees' report for the year ended 31 March 2023 (continued)

## d. Investment Policy

Making The Leap does not have a formal Investment Policy and any cash is kept in current or deposit accounts with Co-Operative Bank. It is the Charity's ongoing intention to be generally conservative and risk adverse with any cash held.

## e. Fundraising

Historically most of our fundraising has been from trusts, statutory sources, corporate donors and from the SOMO awards. We do not at present solicit donations from the general public, although individual donations can be made on our website.

## f. Risk management

Risk Management remains one of the most important responsibilities of the Board of Trustees and risks are considered regularly on an informal basis. 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 the systems and procedures are in place to mitigate our exposure to the major risks. The following have been identified as the key risks to Making The Leap: funding, loss of key staff, reputation, safeguarding, and cyber security.

## Achievements and performance

### a. Introduction

Making The Leap is a grassroots societal change charity that aims to make a big difference. From direct delivery to advocacy and leadership, we refuse to stay in our lane and believe passionately that those we exist to serve have the right to be anything they want to be.

Our mission is to transform the futures of less advantaged young people in the UK by providing training to raise their aspirations and develop their skills, confidence,

and outlook to choose and succeed in a career. We work directly with young people in London, and using evidence from our delivery work, we raise awareness and encourage action on social mobility among UK employers and educators.

Our vision is that every young person in our country will have the chance to succeed, and every employer and educational institution will have a part to play in making it happen.

Why does social mobility matter? At Making The Leap, we see social mobility as having two key goals:

- A good standard of living, no matter what your occupation or background. Whether you have a 'working-class' or professional job – and regardless of your race, class, gender or other characteristics – your pay and employment conditions mean that you have (among other things): the ability to feed yourself and your family, decent housing, and financial security.
- Equality of opportunity, no matter what your parents' occupation or background. Whether your parents have a working-class or professional job, you have fair access to any education and training opportunities, which in turn means that you have fair access to any employment opportunities you wish to pursue. And linking back to our first goal, you will have access to a good standard of living regardless of whether you choose a working class or professional job.

Why does this matter? Because social mobility is not yet a reality in the UK:

- Employment does not guarantee a good standard of living: One in six working households face relative poverty in the UK.
- People from less advantaged socio-economic backgrounds (SEBs) do not have fair access to professional occupations: while 29% of the UK workforce are from less advantaged SEBs, only 7% of doctors, 12% of journalists and 13% of lawyers are from these backgrounds.
- Even when they are in professional jobs, working-class people face a class pay gap. On average, working class people in professional occupations earn 17% less than their colleagues from more affluent backgrounds.

# Accounts | Trustees' report for the year ended 31 March 2023 (continued)

## b. UK Social Mobility Awards 2022

The UK Social Mobility Awards (SOMOs) is a nationwide leadership initiative which has recognised and celebrated UK employers and educators working to improve social mobility since 2017. In 2022, we received the highest number of entries to the awards since the initiative started. In total, employers who entered the SOMOs in 2022 employed over 1 million people across the UK. Employers came from 15 employment sectors, with finance, law, media, and professional services as the most represented sectors. Other sectors such retail, facilities management, hospitality, and real estate were also represented.

We returned to an in-person Awards Gala in 2022, which was a huge success. Hosted at the Royal Lancaster Hotel, the Awards Gala was attended by 484 people. Beyond the Awards, we continued to deliver a year-long programme of research, advocacy, and thought leadership activities linked to the SOMOs. We hosted a hybrid version of the 2022 Social Mobility Business Seminar, which was attended by 58 key stakeholders from the private, public, and third sectors. Our distinguished speakers and panel of experts included Nadhim Zahawi MP (then Secretary of State for Education), Alderman Vincent Keaveny (then Lord Mayor of London), Steve Murrells (then CEO, Co-operative Group), Laura Hinton (UK Tax Leader, PwC UK), Catherine Hearn (Director of Talent Acquisition, Amazon), and Helen Mahy CBE (Non-Executive Director, SSE plc). We also published our two annual SOMO research reports in 2022: Widening the gate? Advancing social mobility in 2021-22 (<https://www.somo.uk/publications/somos-2022-key-findings-report/>), and the UK Social Mobility Awards 2022 Winners' Case Studies Report (<https://www.somo.uk/publications/somos-2022-winners-case-studies-report/>).

## c. Social Mobility Careers Fair 2022

Our annual Social Mobility Careers Fair aims to bridge the gap between young people from less advantaged socio-economic backgrounds (LSEBs) and employers, and to improve social mobility by giving young people insights into a range of organisations, access to job opportunities, and ultimately empowering them in their journeys to successful careers. Making The Leap also facilitates speed interviews at the Careers Fair, helping young people to develop their interview skills and their confidence before speaking to employers.

We were pleased to return to an in-person Fair in 2022, with 14 employers acting as exhibitors: Allen & Overy, Amazon, BlackRock, Bloomsbury Institute, bp, BNP Paribas, Cancer Research UK, CMC Markets Plc, Code First Girls, Hyve, Lidl, PA Consulting, Pentland Brands, and Wates.

262 young people attended the Fair. Sharing their feedback on the event, comments included:

- "The speed interview session provided great feedback on what I did well, especially with how I structured my answers. I enjoyed speaking with the organisations participating the event, learning about the opportunities provided and narrowing down my career options."
- "[The Careers Fair] was very helpful in finding opportunities and getting to know many people. The speed interview was one of the main things that boosted my confidence. I'm glad that I attended this fair and felt more confident at the end."
- "The information provided was wonderful and there was a great range of opportunities."

Feedback from employers at the event included:

- "This has been a fantastic event, great to hear people speaking so positively about MTL and to being a part of this - here's to everyone finding the right job for them!"
- "I think it was fantastic to hear from the young people... it showed what we need to do as a business to create more opportunities."

## d. Activity Review 2022-23

In 2022-23 we were delighted to expand our school-based delivery, working with 32 schools in 16 London boroughs and reaching 4,000 pupils in total. This increased activity compared to 2021-22 was partly due to fewer Covid 19-related restrictions, and was also particularly commendable given ongoing disruption in schools due to frequent industrial action in 2022-23.



# Accounts | Trustees' report for the year ended 31 March 2023 (continued)

Our delivery activities with young adults also continued to expand steadily in 2022-23. We saw an increase in young adults who participated in our flagship ACE Programme over this period, and we delivered 2,088 hours of ACE Programme activities (up from 1,172 hours in 2021-22). We were also able resume the delivery of in- person Insight Days with our corporate partners. These visits were highly valued by our young people as opportunities to develop their confidence, expand their networks, and gain exposure to the world of work across a number of sectors.

## Delivery in schools

	Actual FY21/22	Actual FY22/23
Schools	17	32
Pupils	2,277	4,000

In 2022-23, our delivery in schools included:

- 2,827 secondary school pupils participated in mock interviews organised by Making The Leap and our corporate partners, helping them to develop their communication skills and confidence in an interview setting.
- 300 secondary school pupils and sixth-form students attended Raising University Aspirations, our annual event which connects young people with Russell Group Universities and encourages them to consider a prestigious higher education pathway.
- 100 secondary school pupils attended insight visits with our corporate partners, exposing them to a range of workplace environments and increasing their motivation to apply for careers they hadn't considered before.
- 100 secondary school pupils participating in our Youth Futures Foundation-funded Career Ahead Programme, which focused on developing soft skills and employability skills for those most at risk of becoming NEET (not in employment, education or training).

- 26 sixth-form students joining our new Pathways For Success programme. Funded by The Mercers Charitable Foundation, the programme focuses on developing skills and supporting alternative pathways for 16-18 year olds who are not planning to go to university.
- 605 pupils participated in other school-based delivery activities facilitated by Making The Leap, including ACE for Schools, work experience with Kraft Heinz, an SEN Skills Fair, and the Excalibre Project Challenge. 42 pupils also attended the Social Mobility Careers Fair, as described above.

# Accounts | Trustees' report for the year ended 31 March 2023 (continued)

## Delivery with young adults

	Actual FY21/22	Actual FY22/23
Initial advice and guidance	855	1,792
Participated in MTL delivery activities	136	152

In 2022-23, our delivery activities with young adults from less advantaged socio-economic backgrounds (LSEBs) included:

- 1,792 young people reached by our Engagement Team and given initial advice and guidance on careers and professional development
- 152 young people participated in 2,088 hours of our flagship ACE Programme – this included our essential skills and employability workshop, follow-up support with job applications and CV development, and ongoing support once they entered the workplace.
- 12 insight days delivered by Making The Leap and corporate partners including BNP Paribas, Candriam, CMC Markets Plc, Howard Kennedy, HSBC, Hyve, Ocreus, Snapchat, State Street, and Wates.

The ACE Programme had a highly positive impact on our young people. 134 of the young people who graduated from the programme in 2022-23 entered education, employment, or training – a placement rate of 91%. Additionally, our young people highlighted a range of ways the ACE Workshop directly benefitted their personal and professional development:

- “I enjoyed how, with each session, I grew in confidence and came out of my shell and comfort zone. Each session challenged me to push myself and I was able to notice things and skills I never knew I had. I can say with the utmost of confidence that, from the first day of the programme and upon graduation, I’m a completely different person.”
- “Every aspect of the 3 weeks was enjoyable and engaging. From the individual tasks, the group projects, the morning jokes, and the Zoom meetings; everything felt thought-out and important.”

- “I learned so much about myself, especially what my strengths and weaknesses were and how to identify them, as well as work on them.”
- “I enjoyed visiting different companies and seeing where they work and the cultures and taking part in the workshops that they presented us with.”

## Volunteers

In 2022-23, 501 people volunteered their time and helped support a total of 2,049 delivery hours across a range of programme activity for young adults and school students.

### e. Black Charity Leaders

	Actual FY21/22	Actual FY22/23
No. of Volunteers	266	501

In 2022, we launched Black Charity Leaders – our brand-new initiative focused on leadership development for racially minoritised charity professionals to improve race equity in the charity sector. Our first cohort consisted of 13 charity professionals from seven national charities: ACEVO, Asthma UK and the British Lung Foundation Partnership, Diabetes UK, Turn2Us, Macmillan, Sue Ryder, and Volunteering Matters.

Over a 12-month period, our Leaders took part in over 50 hours of delivery activities focused on developing the knowledge, skills, and networks required to be a charity leader, including:

- A Clifton Strengths assessment and one-to-one session with a leadership coach to explore participants’ key strengths as potential leaders.
- 8 in-person Leadership Development modules, covering the following topics: Charity Governance, Charity Finance, Volunteer Management, Fundraising, Project Management, Communications, Managing Upwards, and Mindfulness.
- 8 virtual Masterclasses with CEOs from major UK charities: Career Ready, Voice4Change, Making The Leap, Taylor Bennett Foundation, Black Thrive, RECLAIM, UK Youth, Equality Trust.



# Accounts | Trustees' report for the year ended 31 March 2023 (continued)

Feedback from our Leaders indicated the positive impact of the programme on their confidence and motivations to become charity leaders, and their career progression outcomes:

- "I definitely feel more inspired to believe in my own ability as a leader... Since joining BCL, I feel a lot more confident."
- "I think it's absolutely brilliant and I just think it's inspiring, it's motivating, it's challenging... it opens your eyes to areas you may not have learned about..."
- "I left [the Charity Governance module] thinking that I could do this, I could become a trustee. It doesn't have to be an older person from a white background with years and years of experience [...] somebody like me could do it."
- "I applied and got [a] job as Project Manager, which I wouldn't have done without the skills and confidence I gained from BCL... A massive thank you!"

## f. Plans For Future Periods

The trustees of Making The Leap approved a new organisational strategic plan that would begin in the year 2023-2024 and run through to 2027-2028.

The summary of that plan is:

### **Our Mission:**

Our mission is to transform the futures of disadvantaged young people in the UK by providing training to raise their aspirations and develop their skills, behaviours and attitudes to choose and succeed in a career. We work directly with young people from deprived backgrounds in London, and we aim to increase our reach and impact through replicating our model with partners nationwide. We use what we learn in our delivery operations to raise awareness of the importance of social mobility among UK businesses & organisations and encourage them to take action to improve it.

### **Our Vision:**

Every young person in our country will have the chance to succeed; and every company, organisation and institution will have a part to play in making it happen.

### **g. Strategic Aims**

We have aligned the organisation's activities with our vision and we have four strategic aims, which will define the way we will operate for the next five years. Underpinning our priorities are a number of goals that will be used both as a guide and a measurement towards the fulfilling of our aims.

### **Strategic Aim 1 – To Provide Our Users and Partners with The Highest Standard of Service by Adopting Best Practice in All We Do**

#### **Goal 1**

We will leverage our increased cash reserves to invest in a digital transformation of our organisation to further enhance the efficiency and effectiveness of how we work.

#### **Goal 2**

We will continue to invest in training and development opportunities for our staff and work towards them being fully engaged and empowered to provide the highest service standards.

#### **Goal 3**

We will avail ourselves of external professional expertise, where we don't have it internally, to enable us to achieve best practice in all areas.

#### **Goal 4**

We will commit to continuous improvement by regularly reviewing our operational processes and evaluating what we do.

#### **Goal 5**

We will constantly review the programmes we deliver to ensure that they are the most effective way of meeting the needs of our young people.

# Accounts | Trustees' report for the year ended 31 March 2023 (continued)

## Goal 6

We will develop and implement a quality framework for all our delivery to ensure it remains of the highest possible standard.

## Strategic Aim 2 – To Increase the Number of People we Reach through Our Programmes

### Goal 1

We will increase the number of people we directly deliver programmes to in London.

### Goal 2

We will increase the number of corporate partners and deepen relationships with existing ones to give us the resources to the work that we do.

### Goal 3

We will implement a strategy for nationwide delivery of our programmes via partners.

## Strategic Aim 3 – To Further Enhance our Standing to Give us the Leverage to Increase the Importance of Social Mobility within All Sectors and Employers

### Goal 1

We will continue to increase our brand awareness to ensure our message is consistently and increasingly shared with external audiences about the work we do, the impact we are having on young people from deprived backgrounds and social mobility in the UK.

### Goal 2

We will build on the success of the UK Social Mobility Awards and its spin-off initiatives (the Social Mobility Business Seminar, the Social Mobility Podcast and Social Mobility Day).

### Goal 3

We will develop new social justice advocacy initiatives that place us in a position of leadership in the charity sector.

## Goal 4

We will build on our internal research expertise and the relevant data that we amass, to produce content that provides the evidence that encourages action to further equality.

## Strategic Aim 4 – To Further Improve Our Financial Sustainability to Provide a Platform to Achieve Our Ambitions

### Goal 1

We will build on our success since 2019 by both further diversifying and increasing our overall income, to ensure we continue to maintain our financial sustainability and invest into developing our organisation to be fit for the future workplace.

### Goal 2

Strengthening the balance sheet by demolishing Harriet Tubman House and Hazel Road Community Centre and replacing them with a custom-built training centre, community centre and Making The Leap offices that will be a hub for young people for decades to come.

## Statement Of Trustees' Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial period. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its 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 of the Charities SORP (FRS 102);



# Accounts | Trustees' report for the year ended 31 March 2023 (continued)

- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping 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 with 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.

## Disclosure Of Information To Auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Approved by order of the members of the board of Trustees and signed on their behalf by:



**Mr A Boucher Trustee**

Date: 21 December 2023

# Accounts | Independent auditors' report to the members of Making The Leap

## Opinion

We have audited the financial statements of Making the Leap (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# Accounts | Independent auditors' report to the members of Making The Leap (continued)

## Opinion on other matters prescribed by the companies act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

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

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

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

## Responsibilities of trustees

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

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

## Auditors' responsibilities for the audit of the financial statements

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



# Accounts | Independent auditors' report to the members of Making The Leap (continued)

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the Senior Statutory Auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our knowledge and experience of the charity sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Charities Act 2011, the Companies Act 2006 and UK taxation legislation. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items;
- in addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid material penalty;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we;

- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 3 were indicative of potential bias;
- investigated the rationale behind significant or unusual transactions;

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the charitable company's legal advisors.

# Accounts | Independent auditors' report to the members of Making The Leap (continued)

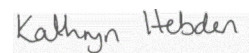
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

## Use of our report

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



### **Kathryn Hebdon (Senior Statutory Auditor)**

for and on behalf of

### **Peters Elworthy & Moore**

Chartered Accountants

Statutory Auditors

Salisbury House

Station Road

Cambridge CB1 2LA

Date: 31 January 2023

# Accounts | statement of financial activities for the year ended 31 March 2023

Incorporating income and expenditure account

		Restricted funds 2023	Unrestricted funds 2023	Total funds 2023	Total funds 2022
INCOME FROM	Note	£	£	£	£
Donations and legacies	4	596,629	223,273	819,902	954,507
Charitable activities	5	177,681	474,996	652,677	840,934
Investments	6	-	3,538	3,538	1,254
<b>TOTAL INCOME</b>		<b>774,310</b>	<b>701,807</b>	<b>1,476,117</b>	<b>1,796,695</b>
EXPENDITURE ON					
Raising funds	7	-	136,603	136,603	79,705
Charitable activities	8	652,227	679,219	1,331,446	1,131,467
<b>TOTAL EXPENDITURE</b>		<b>652,227</b>	<b>815,822</b>	<b>1,468,049</b>	<b>1,211,172</b>
<b>NET MOVEMENT IN FUNDS</b>		<b>122,083</b>	<b>(114,015)</b>	<b>8,068</b>	<b>585,523</b>
RECONCILIATION OF FUNDS					
Total funds brought forward		20,000	1,929,273	1,949,273	1,363,750
Net movement in funds		122,083	(114,015)	8,068	585,523
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>142,083</b>	<b>1,815,258</b>	<b>1,957,341</b>	<b>1,949,273</b>

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



# Accounts | Balance sheet as at 31 March 2023

		2023		2022	
FIXED ASSETS	Note	£		£	
Tangible assets	14		571,372		571,996
			571,372		571,996
<b>CURRENT ASSETS</b>					
Debtors	15	26,949		231,213	
Cash at bank and in hand		1,439,999		1,285,779	
		1,466,948		1,516,992	
Creditors: amounts falling due within one year	16	(80,979)		(139,715)	
<b>NET CURRENT ASSETS</b>			<b>1,385,969</b>		<b>1,377,277</b>
<b>NET ASSETS</b>			<b>1,957,341</b>		<b>1,949,273</b>
<b>CHARITY FUNDS</b>					
Restricted funds	17		142,083		20,000
Unrestricted funds	17		1,815,258		1,929,273
<b>TOTAL FUNDS</b>			<b>1,957,341</b>		<b>1,929,273</b>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



**Mr A Boucher**  
Trustee

Date: 21 December 2023

# Accounts | Statement of cash flows for the year ended 31 March 2023

		2023	2022
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
	Note	£	£
Net cash used in operating activities	19	171,042	241,004
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Dividends, interests and rents from investments		3,538	1,254
Purchase of tangible fixed assets		(20,360)	(396)
<b>NET CASH PROVIDED BY/(USED IN) INVESTING ACTIVITIES</b>		<b>(16,822)</b>	<b>858</b>
<b>CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR</b>		<b>154,220</b>	<b>241,862</b>
Cash and cash equivalents at the beginning of the year		1,285,779	1,043,917
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	<b>20</b>	<b>1,439,999</b>	<b>1,285,779</b>

# Accounts | Notes to the financial statements for the year ended 31 March 2023

## 1. General information

Making The Leap is a private company limited by guarantee and incorporated in England and Wales. Its registered office is Harriet Tubman House, Hazel Road, Kensal Green, London, NW10 5PP.

Its functional and presentational currency is GBP.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Making the Leap meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

### 2.2 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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 a set 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 investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

### 2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

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

All expenditure is inclusive of irrecoverable VAT.



# Accounts | Notes to the financial statements for the year ended 31 March 2023

## 2. Accounting policies (continued)

Making The Leap is a private company limited by guarantee and incorporated in England and Wales. Its registered office is Harriet Tubman House, Hazel Road, Kensal Green, London, NW10 5PP.

Its functional and presentational currency is GBP.

### 2.1 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

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

### 2.5 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### 2.6 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## 2.7 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

## 2.8 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

## 2.9 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

# Accounts | Notes to the financial statements for the year ended 31 March 2023

## 2. Accounting policies (continued)

Making The Leap is a private company limited by guarantee and incorporated in England and Wales. Its registered office is Harriet Tubman House, Hazel Road, Kensal Green, London, NW10 5PP.

Its functional and presentational currency is GBP.

### 2.10 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 Charity 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 by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

## 2. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical accounting estimates and assumptions:

- Useful economic lives of tangible fixed assets. Depreciation is charged annually based on the management's estimate of useful economic life of the asset per the accounting policies above.
- Indirect tax on SOMOs income. Management have investigated the appropriate VAT and corporation tax treatment on net profits arising from the SOMOs, as

such no provision has been made to cover potential tax liabilities. There is an element of estimation and uncertainty in the conclusions made.

## 4. Income from donations and legacies

	Restricted Funds 2023 £	Unrestricted Funds 2023 £	Total Funds 2023 £
Grants and Donations	596,629	223,273	<b>819,902</b>

	Restricted Funds 2022 £	Unrestricted Funds 2022 £	Total Funds 2022 £
Grants and Donations	756,897	197,610	<b>954,507</b>

## 5. Income from charitable activities

	Restricted Funds 2023 £	Unrestricted Funds 2023 £	Total Funds 2023 £
Generated income SOMOs	-	470,809	<b>470,809</b>
Other generated income	177,681	4,187	<b>181,868</b>
	177,681	474,996	<b>652,677</b>

	Restricted Funds 2022 £	Unrestricted Funds 2022 £	Total Funds 2022 £
Generated income SOMOs	-	693,908	<b>693,908</b>
Other generated income	48,800	98,226	<b>147,026</b>
	48,800	792,134	<b>840,934</b>

# Accounts | Notes to the financial statements for the year ended 31 March 2023

## 6. Investment income

	Unrestricted Funds 2023 £	Total Funds 2023 £
Rental income - Community Centre	2,078	<b>2,078</b>
Investment income - bank interest	1,460	<b>1,460</b>
	3,538	<b>3,538</b>

	Unrestricted Funds 2022 £	Total Funds 2022 £
Rental income - Community Centre	1,013	<b>1,013</b>
Investment income - bank interest	241	<b>241</b>
	1,254	<b>1,254</b>

## 7. Expenditure on raising funds (costs of raising voluntary income)

	Unrestricted Funds 2023 £	Total Funds 2023 £
SOMOs	132,540	<b>132,540</b>
Fundraising	4,063	<b>4,063</b>
	136,603	<b>136,603</b>

	Unrestricted Funds 2022 £	Total Funds 2022 £
SOMOs	79,434	<b>79,434</b>
Fundraising	271	<b>271</b>
	79,705	<b>79,705</b>



# Accounts | Notes to the financial statements for the year ended 31 March 2023

## 8. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted Funds 2023 £	Unrestricted Funds 2023 £	Total 2023 £
Wages and salaries	403,948	496,982	<b>900,930</b>
National insurance	43,757	54,821	<b>98,578</b>
Pension cost	39,698	43,240	<b>82,938</b>
Event costs	16,891	-	<b>16,891</b>
Staff recruitment and subsistence	10,411	-	<b>10,411</b>
Maintenance	12,993	-	<b>12,993</b>
Utilities	1,628	-	<b>1,628</b>
Project costs	86,284	-	<b>86,284</b>
Other costs	36,617	43,769	<b>80,386</b>
Governance costs	-	40,407	<b>40,407</b>
	652,227	679,219	<b>1,331,446</b>

	Restricted Funds 2022 £	Unrestricted Funds 2022 £	Total 2022 £
Wages and salaries	672,115	120,076	<b>792,191</b>
National insurance	71,321	7,730	<b>79,051</b>
Pension cost	72,299	7,187	<b>79,486</b>
Event costs	2,157	-	<b>2,157</b>
Staff recruitment and subsistence	5,104	-	<b>5,104</b>
Maintenance	12,039	-	<b>12,039</b>
Utilities	2,085	-	<b>2,085</b>
Project costs	53,205	-	<b>53,205</b>
Other costs	34,555	37,244	<b>71,799</b>
Governance costs	-	34,350	<b>34,350</b>
	924,880	206,587	<b>1,131,467</b>

# Accounts | Notes to the financial statements for the year ended 31 March 2023

## 9. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support Costs 2023 £	Total funds 2023 £
Wages and salaries	784,905	116,025	<b>900,930</b>
National insurance	85,025	13,553	<b>98,578</b>
Pension cost	77,137	5,801	<b>82,938</b>
Event costs	16,891	-	<b>16,891</b>
Staff recruitment and subsistence	10,411	-	<b>10,411</b>
Maintenance	12,993	-	<b>12,993</b>
Utilities	1,628	-	<b>1,628</b>
Project costs	86,284	-	<b>86,284</b>
Support costs	-	80,386	<b>80,386</b>
Governance costs	-	40,407	<b>40,407</b>
	1,075,274	256,172	<b>1,331,446</b>

	Activities undertaken directly 2022 £	Support Costs 2022 £	Total funds 2022 £
Wages and salaries	710,191	82,000	<b>792,191</b>
National insurance	70,171	8,880	<b>79,051</b>
Pension cost	75,386	4,100	<b>79,486</b>
Event costs	2,157	-	<b>2,157</b>
Staff recruitment and subsistence	5,104	-	<b>5,104</b>
Maintenance	12,039	-	<b>12,039</b>
Utilities	2,085	-	<b>2,085</b>
Project costs	53,205	-	<b>53,205</b>
Support costs	-	71,799	<b>71,799</b>
Governance costs	-	34,350	<b>34,350</b>
	930,338	201,129	<b>1,131,467</b>

# Accounts | Notes to the financial statements for the year ended 31 March 2023

## 10. Support costs

	Restricted Funds 2023 £	Unrestricted Funds 2023 £	Total Funds 2023 £
Wages and salaries	-	116,025	<b>116,025</b>
National insurance	-	13,553	<b>13,553</b>
Pension cost	-	5,801	<b>5,801</b>
Utilities	2,743	-	<b>2,743</b>
Telephone	7,317	-	<b>7,317</b>
Printing, postage and stationery	4,683	-	<b>4,683</b>
Storage costs	9,282	-	<b>9,282</b>
Computer costs	7,637	-	<b>7,637</b>
Premises insurance	-	6,468	<b>6,468</b>
Consultancy costs	-	16,181	<b>16,181</b>
Subscriptions	-	8,004	<b>8,004</b>
Other costs	-	18,071	<b>18,071</b>
Governance costs	-	40,407	<b>40,407</b>
	31,662	224,510	<b>256,172</b>

	Restricted Funds 2022 £	Unrestricted Funds 2022 £	Total Funds 2022 £
Wages and salaries	-	82,000	<b>82,000</b>
National insurance	-	8,880	<b>8,880</b>
Pension cost	-	4,100	<b>4,100</b>
Utilities	2,214	-	<b>2,214</b>
Telephone	6,684	-	<b>6,684</b>
Printing, postage and stationery	4,346	-	<b>4,346</b>
Storage costs	7,237	-	<b>7,237</b>
Computer costs	11,826	-	<b>11,826</b>
Premises insurance	-	5,591	<b>5,591</b>
Consultancy costs	-	25,950	<b>25,950</b>
Subscriptions	-	5,995	<b>5,995</b>
Other costs	-	1,956	<b>1,956</b>
Governance costs	-	34,350	<b>34,350</b>
	32,307	168,822	<b>201,129</b>



# Accounts | Notes to the financial statements for the year ended 31 March 2023

## 11. Auditors' remuneration

	2023 £	2022 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	10,100	7,900
Fees payable to the Charity's auditor in respect of: All non-audit services not included above	3,000	2,300

## 12. Staff costs

	2023 £	2022 £
Wages and salaries	900,930	792,191
Social security costs	98,578	79,051
Contribution to defined contribution pension schemes	82,938	79,486
	<b>1,082,446</b>	950,728

The average number of persons employed by the Charity during the year was as follows:

	2021 No.	2022 No.
Senior Management	2	2
Training	6	4
Corporate Partnerships	1	2
Management, Admin & Finance	3	3
Development	4	3

	2021 No.	2022 No.
Engagement	3	3
Education Partnerships	2	1
	21	18

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023 No.	2022 No.
In the band £60,001 - £70,000	1	1
In the band £80,001 - £90,000	-	1
In the band £90,001 - £100,000	1	-

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Charity. They consist of the Chief Executive and the Operations Director. The aggregate cost of Key Management Remuneration was £214,596 (2022 - £203,593).

## 13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

# Accounts | Notes to the financial statements for the year ended 31 March 2023

## 14. Tangible fixed assets

	Land and buildings £	Fixtures and fittings £	Office equipment £	Total £
<b>COST OR VALUATION</b>				
At 1 April 2021	700,026	1,300	22,227	<b>723,553</b>
Additions	12,311	4,770	3,279	<b>20,360</b>
At 31 March 2023	712,337	6,070	25,506	<b>743,913</b>
<b>DEPRECIATION</b>				
At 1 April 2022	140,010	1,300	10,247	<b>151,557</b>
Charge for the year	14,001	1,312	5,671	<b>20,984</b>
At 31 March 2023	154,011	2,612	15,918	<b>172,541</b>
<b>NET BOOK VALUE</b>				
At 31 March 2023	<b>558,326</b>	<b>3,458</b>	<b>9,588</b>	<b>571,372</b>
At 31 March 2022	560,016	-	11,980	571,996

## 15. Debtors

	2023 £	2022 £
Trade debtors	<b>6,065</b>	177,800
Prepayments and accrued income	<b>20,884</b>	53,413
	<b>26,949</b>	231,213

## 16. Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	<b>2,518</b>	63,230
Other taxation and social security	<b>24,629</b>	22,378
Other creditors	<b>24,718</b>	17,304
Accruals and deferred income	<b>29,114</b>	36,803
	<b>80,979</b>	139,715

	2023 £	2022 £
Deferred income at 1 April 2022	<b>20,000</b>	
Resources deferred during the year	-	20,000
Amounts released from previous periods	<b>20,000</b>	-
	-	20,000

# Accounts | Notes to the financial statements for the year ended 31 March 2023

## 17. Summary of funds

### SUMMARY OF FUNDS - CURRENT YEAR

	Balance at 1 April 2022 £	Income £	Expenditure £	Balance at 1 31 March 2023 £
General funds	1,929,273	701,807	(815,822)	<b>1,815,258</b>
Restricted funds	20,000	774,310	(652,227)	<b>142,083</b>
	1,949,273	1,476,117	(1,468,049)	<b>1,957,341</b>

### SUMMARY OF FUNDS - PRIOR YEAR

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
General funds	1,224,567	990,998	(286,292)	<b>1,929,273</b>
Restricted funds	139,183	805,697	(924,880)	<b>20,000</b>
	1,363,750	1,796,695	(1,211,172)	<b>1,949,273</b>

Restricted funds relate to funds received for specific programmes during the year. The funds relating to programmes yet to be completed are carried forward at the year end. These funds relate to the following programmes run by the Charity:

- Aspirations, Careers, Employability Programme
- Future Skills & Employability Programme

## 18. Analysis of net assets between funds

### ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR

	Restricted Funds 2023 £	Unrestricted Funds 2023 £	Total Funds 2023 £
Tangible fixed assets		571,372	<b>571,372</b>
Current assets	142,083	1,324,865	<b>1,466,948</b>
Creditors due within one year	-	(80,979)	<b>(80,979)</b>
	142,083	1,815,258	<b>1,957,341</b>

### ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR

	Restricted Funds 2022 £	Unrestricted Funds 2022 £	Total Funds 2022 £
Tangible fixed assets		571,996	<b>571,996</b>
Current assets	20,000	1,496,992	<b>1,516,992</b>
Creditors due within one year	-	(139,715)	<b>(139,715)</b>
<b>TOTAL</b>	20,000	1,929,273	<b>1,929,273</b>



# Accounts | Notes to the financial statements for the year ended 31 March 2023

## 19. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net income for the year (as per Statement of Financial Activities)	8,068	<b>585,523</b>
<b>ADJUSTMENTS FOR:</b>		
Depreciation charges	20,984	<b>19,508</b>
Dividends, interests and rents from investments	(3,538)	<b>(1,254)</b>
(Increase)/decrease in debtors	204,264	<b>(192,107)</b>
Decrease in creditors	(58,736)	<b>(170,666)</b>
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	171,042	<b>241,004</b>

## 20. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	1,439,999	<b>1,285,779</b>
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	1,439,999	<b>1,285,779</b>

## 21. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	1,285,779	154,220	1,439,999
	<b>1,285,779</b>	<b>154,220</b>	<b>1,439,999</b>

## 22. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and contribution of £11,834 (2022 - £9,772) were payable to the fund at the balance sheet date and are included in creditors.

## 23. Related party transactions

The Charity has not entered into any related party transaction during the year (2022 - none), nor are there any outstanding balances owing between related parties and the Charity at 31 March 2023 (2022 - none).

During the year 6 Trustees (2022 - 5) made donations towards the SOMO Awards totalling contributions of £3,300 (2022 - £1,150).

# Our funders in 2022-23

Making The Leap would like to thank the following partners and funders who supported our work in 2022-23.

## Corporate partners

Allen & Overy  
Amazon  
BlackRock  
Bloomsbury Institute  
bp  
BNP Paribas  
Candriam  
Cancer Research UK  
CMC Markets  
Code First Girls  
Hedley May  
Howard Kennedy  
HSBC  
Hyve  
Kraft Heinz  
Lidl  
PA Consulting  
Pathlight Associates (formerly Ocreus)  
Pentland Brands  
Smart Meter  
Snap  
State Street  
Wates

## SOMO partners, 2022-23

Amazon  
Barclays  
BNP Paribas  
Callsign  
Capita  
CMC Markets  
DLA Piper  
Foxtons

Hedley May  
Lidl  
Pentland Brands  
PwC  
Sky  
Stagecoach

## Trusts and foundations

Annette Duvollet Charitable Trust  
Candriam Institute for Sustainable Development  
Garfield Weston Foundation  
John Lyon's Charity  
National Lottery Community Fund  
Peter Cruddas Foundation  
The Clothworkers' Foundation  
The Corcoran Foundation  
The Henry Smith Charity  
The PA Foundation  
The Mercers' Charitable Foundation  
The Screwfix Foundation  
The Worshipful Company of Curriers  
Trust For London  
The Clothworkers' Foundation  
The Corcoran Foundation  
The Henry Smith Charity  
The Peter Cruddas Foundation  
The Worshipful Company of Curriers  
Trust For London

# Our leadership in 2022-23

As of 31 March 2023

## Making The Leap Executive Team

**Tunde Banjoko OBE**  
Founder and CEO

**Eugene Blavo**  
Deputy CEO

**Marlene Anderson**  
Head of Delivery

**Betty Campbell**  
Head of Educational Partnerships

**Padmini Iyer**  
Head of Research and Advocacy

**Gareth Pryce**  
Head of Engagement

**Lucy Pryce**  
Head of Development

**Charlotte Wiggins**  
Head of Corporate Partnerships

**Vicki Young**  
Head of Marketing and Communications

## Making The Leap Board of Trustees

**Olakunle Babarinde**  
Property Developer & Investor

**Andy Boucher**  
Retired

**William Chapman**  
Retired

**Nicholas Cheffings**  
Special Advisor, The Crown Estate

**Anjali Chhania**  
Senior Legal Consultant, JP Morgan

**Kristy Eden-Green**  
Finance Director, State Street

**Amir Noorjala**  
Tech Executive

**John Williams**  
Head of Sales EMEA, On

**Dom Scott**  
Managing Director, Lifetime Connect

**Laurence Meehan**  
Corporate Relations Director, Diageo

# Our leadership in 2022-23

As of 31 March 2023

## SOMO Advisory Board 2022

### **Nick Bratton**

Group Head of HR, CMC Markets

### **David Carrigan**

Group Director of Diversity and Inclusion, Sky UK & ROI

### **Melanie Di Cristino**

Head of Recruitment and Employer Brand, Lidl GB

### **David Hall**

Head of Brand, Foxtons

### **Catherine Hearn**

Director of Talent Acquisition, Amazon

### **Nick Hedley**

Partner, Hedley May

### **Tracey Fuller**

UK Head of CSR, BNP Paribas

### **James Lambert**

Director of Resourcing, Capita

### **Chris Reeve**

London Region Chair, PwC

### **Sarah Whipp**

CMO, Callsign

## SOMO Advisory Board 2023

### **Hannah Awonuga**

Global Head of Colleague Engagement, Barclays

### **Nick Bratton**

Group Head of HR, CMC Markets

### **David Carrigan**

Group Director of Diversity and Inclusion, Sky UK & ROI

### **Catherine Hearn**

Director of Talent Acquisition, Amazon

### **Nick Hedley**

Partner, Hedley May

### **Tracey Fuller**

UK Head of CSR, BNP Paribas

### **Scott Hill**

Chief People Officer, Capita

### **Chris Reeve**

London Region Chair, PwC

### **Sarah Whipp**

CMO, Callsign