Coram Leap Confronting Conflict

England & Wales · Charity number 1072376

Details

Other names	LEAP CONFRONTING CONFLICT
Status	Registered
Legal form	Charitable company
Company number	03628271
Registered	1998-11-10
Register	View on the Charity Commission register

Contact

Address	41 Brunswick Square London WC1N 1AZ
Phone	02075613700
Email	info@leapcc.org.uk
Website	www.leapcc.org.uk

Activities

Objects: (1) TO ADVANCE EDUCATION; AND (11) FOR THE BENEFIT OF THE PUBLIC, PARTICULARLY BUT NOT EXCLUSIVELY YOUNG PEOPLE, BY PROVIDING FACILITIES FOR THE ADVANCEMENT OF PERSONAL AND SOCIAL EDUCATION AND FOR THE RECREATION AND LEISURE TIME OCCUPATION OF SUCH PERSONS IN THE INTERESTS OF SOCIAL WELFARE IN ORDER THAT THEIR CONDITIONS OF LIFE MAY BE IMPROVED.

Activities: Leap is an award-winning national youth charity that provides inspirational conflict management training and support to young people and the professionals working with them.By taking part in our training, young people gain the skills and personal resources to understand, manage and resolve conflict, and become leaders in their communities.

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Classification

- **How:** Provides Human Resources, Provides Services, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Economic/community Development/employment
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,212,311	£1,223,185	£312,726	10
2023-12-31	£1,138,281	£1,462,248	£323,600	22
2022-12-31	£1,511,809	£1,717,404	£647,567	23
2021-12-31	£1,689,682	£1,766,798	£853,162	28
2020-12-31	£1,934,669	£1,780,887	£930,278	28

Trustees

Name	Role	Appointed
Mark Spelman	Chair	2015-06-18
ADAM HURST		2024-11-04
Alex Hayes		2024-05-14
Chi Kavindele		2023-04-20
Gita Singham-Willis		2025-08-01
Jan Levy		2021-12-10
Laura Hudson		2026-03-31
Quinnie Osei		2024-05-14
Reece Dopson		2018-07-19
Susannah Drury		2023-04-20

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Coram Leap Confronting Conflict

England & Wales - Charity number 1072376

Accounts

Leap Confronting Conflict

Report and Financial Statements
For the year ended
31 December 2024

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

LEAP CONFRONTING CONFLICT
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 December 2024

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LEAP CONFRONTING CONFLICT
TRUSTEES' REPORT
For the year ended 31 December 2024

The Board of Trustees presents its report and the audited financial statements for the year ended 31 December 2024.

Reference and Administrative Details

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

Board of Trustees

Mark Spelman	Chair
Adam Hurst (appointed November 2024)	Treasurer (from January 2025)
Debbie Beaven (until January 2025)	Treasurer (until January 2025)
Reece Dopson	
Kanchan Jadeja	
Alex Hayes (appointed May 2024)	
Jan Levy	
Quinnie Osei (appointed May 2024)	
Susannah Drury	
Chi Kavindele	

Company Secretary
Jo Broadwood

Chief Executive (Key Management Personnel)
Jo Broadwood

Senior Management Team
Laura Johnson

Auditors
Kingston Burrowes Audit Ltd, 308 Ewell Road, Surbiton, KT6 7AL

Bankers
National Westminster Bank plc, 490 Holloway Road, London, N7 6JB

LEAP CONFRONTING CONFLICT
TRUSTEES' REPORT
For the year ended 31 December 2024

Chair's Statement.

Leap's purpose is to give young people the skills to navigate conflict in their lives and help lead society. The needs of young people today are critical to the wellbeing of the UK, but the multiple pressures on them mean there is a growing demand for help to foster healthy relationships, build self-awareness and inspire personal growth. Leap helps young people deal with conflict in schools, in the care system, at home and in their neighbourhoods.

Leap's work in 2024 was notable for six main reasons:

1. Reach: despite the difficult economic and social climate, Leap reached a record number of young people and adults in 2024. We supported 1780 young people and 709 adults through our programmes and webinars and estimate that through our work with adults nearly 24,000 young people will indirectly benefit.
2. Fostering Connections: this was Leap's flagship programme in 2024 providing trauma informed training for 218 social workers and foster carers across 8 local authorities. Its aim was to improve the emotional well-being and behaviour of young people aged 10-17 in foster care. The programme has improved the conditions for an estimated 2180 care experienced young people across England.
3. The Leap Pledge: in 2024 we launched the Leap pledge 2027 which focuses on expanding the reach and impact of our conflict resolution programmes across the UK. By our 40th anniversary in 2027 Leap is looking to develop a scalable delivery model to ensure young people have access to essential skills for navigating and resolving conflicts. Our aim is to expand our reach by working collaboratively with partners using the Leap curriculum to help young people across the UK.
4. New Chief Executive: Jo Broadwood joined as CEO in February 2024 and has made an immediate positive impact to the organisation. She has brought her deep knowledge of the Leap curriculum, her commercial acumen and leadership skills to strengthen the Leap organisation. She has strengthened the management team, launched a strategy refresh and improved operational performance
5. Restructuring: Leap decided early in 2024 to undertake a strategic restructuring to address the financial uncertainties in the sector and strengthen its delivery focus. Laura Johnson joined Leap as the Director of Delivery to enhance programme effectiveness and measurable impact. The decisions taken have improved Leaps resilience, aligned resources more effectively with strategic priorities, removed back office roles and focussed efforts on submitting more bids and strengthening the quality of delivery.
6. Financial stability: the Leap Board and Executive team have focussed specifically in 2024 on strengthening the underlying financial position of the charity. Unrestricted reserves rose by £40k in the year showing the success of fundraising for Leap's suite of conflict programmes.

The year of 2024 has been about reaching more and more young people, whist improving the underlying operations of the charity. The management team and financial position have strengthened through the year. We have a clear strategy and an ambitious pledge to reach more young people. All this is only possible thanks to our supporters, funders, excellent staff and trainers, and trustees. It has required collaboration and lots of teamwork but the end results are always worthwhile; as one young person commented at the end of a Leap programme:

"It was an eye opening experience; it helped me understand conflict resolution and how to deal with conflict in everyday life. The only race is the human race. Everyone needs to be treated fairly as human beings"

Mark Spelman
Chair of Trustees
Leap Confronting Conflict

LEAP CONFRONTING CONFLICT
TRUSTEES' REPORT
For the year ended 31 December 2024

Objectives and Activities

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

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

The main areas of charitable activity are:

1. The provision of structured training programmes for young people to enable them to navigate conflict effectively, foster healthy relationships, make positive decisions and inspire self-growth.

2. The delivery of training and consultancy programmes to adult practitioners who work with young people to increase their confidence and skills in managing youth conflict and developing the emotional wellbeing, resilience, and leadership skills of young people.

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

To measure success the charity monitors the number of young people and adults trained and benchmarks those figures against targets set in the operational plan at the beginning of the year. The charity also monitors and measures qualitative changes in participants using their "Theory of Change" and "Journey of Change" evaluation tools.

In 2024, Leap's main delivery programmes were:

- **Improving Prospects:** a community-based conflict navigation and personal development programme specifically designed for young people aged 15-21 who are facing significant conflict in their lives

- **Leadership & Enterprise:** a whole-group training and engagement programme for young people in the London Boroughs of Lambeth and Southwark

- **Under our Roof:** a programme that supports young people in care and their carers to navigate conflict effectively and build and maintain safe and supportive relationships

- **Rise Up:** a programme delivered in partnership with London Youth to develop London's youth sector leaders

- **Fostering Connections:** a programme supporting social workers and supervising social workers who work with foster carers, that builds on our Under our Roof programme delivered in partnership with National Children's Bureau.

- **Kickback Project:** a hyperlocal programme working in the Finsbury Park area of London Borough of Islington. Leap is part of a local consortium to reduce violence impacting children and young people.

Achievements and Performance

This has been a pivotal year for Leap where despite some challenges and a difficult economic environment we have substantially achieved both against our delivery and income generation targets.

Throughout 2024 Leap supported 1,780 young people, and 709 adults. This significantly exceeds the numbers of young people (1,006) and adults (447) supported in 2023, and the targets set in our operational plans (1,200 young people, 500 adults), In addition, we estimate we reached a further 23,979 young people via our work with adult professionals, parents and caregivers. The data collated throughout 2024 highlights the significant influence of Leap's programmes on conflict management skills, communication, and decision-making abilities for both young people and adults.

For young people, the outcomes of programme deliveries indicate tangible benefits in helping them to navigate conflict more effectively and constructively.

- 76% of young people have a better understanding of conflict.
- 82% of young people understand their conflict triggers.
- 81% of young people have learned the tools/ skills to support them in conflict situations.

Similarly, adult programme participants benefited from Leap's deliveries:

- 91% of adults have a better understanding of their conflict triggers.
- 95% of adults understand how their experience of conflict can affect their approach to it.
- 100% of adults have developed strategies for working in a trauma-informed way.
- 91% of adults have developed the confidence to apply the conflict navigation tools and strategies to their work with young people.

Leap worked with a total of 36 delivery partners including Young Minds, London Youth and Prospex, and worked in 24 boroughs across England including Buckinghamshire, Somerset, Tower Hamlets and Camden, increasing its reach significantly outside of London.

Leap continued to develop its online and digital presence, reaching a total of 26,591 LinkedIn impressions, 6,300 YouTube views and 460,000 website views.

Of the young people we worked with 88% were under 18. 32% described their ethnicity as Black or Black British - African/ Caribbean/ Other Black Background; 32% as White British/ Irish/ Other White Background; 11% as Asian or Asian British - Indian/ Pakistani/ Bangladeshi/ Chinese/ Other Asian Background and 10% as Mixed - Black African and White/ Black Caribbean. In terms of gender 66% described themselves as female, 31% as male, and 2% as non-binary.

For the second year, Leap ran its annual Confronting Conflict Week, a campaign dedicated to showcasing the positive impact of effective conflict navigation on young people. Shaped by young people, the campaign focused on race and conflict, a significant topic given the events in the UK over the summer of 2024. During this week, Leap received 37,000 views on the website, significantly increasing our online reach.

Organisational Development

To maintain the excellence of Leap's delivery and to increase the charity's financial sustainability a strategic restructuring programme was implemented in April 2024. The aim has been to align our resources with the charity's strategic delivery priorities so that we could grow our reach and impact with young people in the long term.

We therefore strengthened our focus on delivery whilst reducing some support and back-office roles. As a result, despite a smaller team, we delivered against all our funded projects and programmes on target and on schedule. Indeed, on many programmes we exceeded our targets, reaching more young people and adults than in previous years.

As Leap approaches its 40th anniversary in 2027 we are looking to the future. We believe that the skills and confidence to navigate sometimes complex conflict situations have never been more needed, and that every young person should have access to these essential skills. Working together with our funders, young people, delivery partners and key stakeholders we are developing a sustainable scale-able delivery model to ensure our transformational programmes are available for young people right across the UK.

As a part of this Leap has developed the Leap Pledge, an ambitious promise that by the end of Leap's 40th anniversary year (2027) all young people across the UK will have access to conflict navigation skills and tools.

The Leap Pledge and our longer-term vision

We want every young person in the UK to have access to essential conflict navigation skills to apply in their own lives, and to foster stronger relationships between different societal groups in their communities to bridge divides.

The most recent Youth Endowment Fund report tells us that 16% of young people have been a perpetrator of violence with many citing reactive motivations such as annoyance, humiliation or feeling threatened. Others report retaliation to previous violence, bullying or self-defence due to rivalries related to gangs, neighbourhoods or schools as the reason for violent behaviour. Half (49%) of all children who perpetrated violence in the past year have also been a victim themselves.

We know that the economic costs of youth violence are huge: serious youth violence has cost the UK £11bn since 2008. Furthermore, the emotional and psychological costs, and the harm done to individuals, families and communities is incalculable. We also know the risks for young people are increasing. In an interconnected world lived increasingly online young people are prey to all kinds of misinformation, hatreds and violence. From the extreme misogyny of Andrew Tate to the lies of the Far Right the hearts and minds of young people are under siege like never before.

As we look ahead at a world where the dangers posed by harmful conflict and societal divisions are on the rise, young people having the skills and confidence to navigate the different challenges and conflict facing them to build positive constructive relationships with others is going to become ever more crucial.

We urgently need to equip young people with the skills and confidence to become the conflict navigators, bridge builders and mediators of tomorrow able to facilitate groups and communities to live well together in this increasingly divided and fractured world.

Strategic Goals 2025-2028

Leap's previous strategic plan focused in particular on reaching those young people most at risk of being caught up in harmful conflict either because of background circumstances, location, social marginalisation or disadvantage. We will continue to focus on those young people most in need of Leap's interventions in our next Strategic plan. Not least because it is often these young people with their lived experience of harmful conflict and violence who have the most aptitude and capability to become expert conflict navigators and transformers.

However, we also want to expand our reach and impact. As the world becomes a more uncertain and challenging place for more young people, we want to ensure that all young people have access to these essential life skills.

1. **For Young People**: We will give more young people the skills to manage conflict in their lives and to make a positive difference to their communities by continuing to work with young people who are most marginalised and most vulnerable

2. **For Adults:** We will change the conditions and contexts that young people exist within by training adults who are influential in the lives of young people to better support them to manage conflict, building their confidence and skills across different sectors and in different communities.

3. **For Places:** We will seek to substantially strengthen our place-based work both within and beyond London.

4. **Using Digital:** We will digitalise and develop our online offer to help substantially increase our reach and impact and to share learning and good practice. We will also develop a h digital platform where young people's voices are centred - credible, inspiring and resourceful young leaders who will be able to offer alternative positive stories to the misinformation, hatred and violence spread by bad actors.

5. **Using Evidence:** Our work will help to build the evidence base for what works to build resilience to conflict and violence with different groups and communities across the UK. We will build our capacity for excellent and informative evaluation, learning from what we do.

6. **Using Influence and Collaborate:** We need advocates, supporters and champions across the private, public, academic, and civic sectors to provide a broad-based movement for change and access to different sectors and communities to scale impact.

7. **Building our Organisation**: We will build a sustainable, purposeful and inclusive organisation that is rooted in anti-racist and anti-discriminatory approaches and practices, that seeks to develop an inclusive sense of belonging for all.

Plan for 2025

1. **Overall, we aim to reach 1,500 young people** via our youth programmes work including Leadership and Enterprise, Improving Prospects, and the Kickback Project. We will reach young people through a combination of online and in person interventions.

2. **Overall, we aim to reach 500 adults in 2025** via our place-based programmes and sales and commissioned work. We will expand and grow our pool of expert facilitators and trainers to include young trainers and facilitators

3. Leap will have a presence in 5 different local places across the UK, with three of those places being outside London.

4. Leap will develop its digital offer; secure appropriate partners and identify additional resources to develop the platform

5. Leap will have revised its Theory of Change and established mechanisms for gathering and analysing data and evidence from young people on how different forms of conflict impacts their everyday life.

6. Leap's Youth Advisory Group will input into the development of policy and strategy discussions within the organisation influencing what we say about the needs of young people. Our input will also be influenced by what we learn from our action research activities with young people.

7. We will diversify our income generation strategy. We will seek new partnerships and collaborations in areas outside London to establish place-based programmes with Leap as a key specialist organisation. We will improve staff and trainer satisfaction and wellbeing on 2024 levels, providing leadership and growth opportunities for staff. We will develop young trainers and facilitators and accelerate their progression into the Leap training pool. We will continue to develop our anti-racist approach and practices, ensuring it is embedded throughout the organisation.

Financial Review

Overview of Financial Position

Despite the challenging economic environment and the impact on the charitable sector Leap largely achieved its income generation targets in 2024, which were set following the restructure in April. Leap's income increased slightly to £1,212,311, compared to £1,138,281 in 2023. Net expenditure in 2024 was £10,874 compared to £323,967 in 2023 and £205,595 in 2022. The small deficit in 2024 was a result of expenditure in restricted funds and it is pleasing to note that Leap managed to increase its level of unrestricted funds in the year by over £40,000.

Total income of £1.21m in 2024 included restricted income of £733,158 (2023: £594,040) and unrestricted income of £479,153 (2023: £544,241). The charity received unrestricted grants, donations and legacies totalling £416,164 (2023: £503,976). Sales and fees amounted to £61,749 (2023: £37,910).

The Balance Sheet at 31 December 2024 showed cash balances of £308,875 (2023: £319,473) and net assets of £312,726 (2023: £323,600). This is represented by unrestricted funds amounting to £258,222 (2023: £217,823) and restricted funds of £54,505 (2023: £105,776).

Performance of fundraising activities

In 2024 Leap achieved a total income of just over £1.2m. Leap is registered with the Fundraising Regulator and abides by their Code of Fundraising Practice. Leap does not engage in fundraising practices that are intrusive or put undue pressure on individuals to give.

Reserves Policy

The Board of Trustees has examined the charity's requirements for reserves in the context of the risks to the organisation. The policy is unchanged from last year, with free reserves (excluding fixed assets) held by the charity being the equivalent of three months' total costs, plus an additional £50,000 in reserves for piloting new projects and programmes or to invest further in income generation. The reserves are needed to meet the working capital requirements of the charity.

At 31 December 2024, the charity's free reserves (excluding fixed assets) were above the policy level at £258,222. This is a substantial improvement on the 2023 FYE when free reserves ended the year below the policy level, and demonstrates that the programme to regain financial stability, implemented throughout 2024 has had a positive impact. Trustees will continue to regularly review the free reserves position with the aim of building towards a more sustainable and resilient organisation.

Risk Management

Policies and procedures are in place to manage the charity's risks. The charity's risk register is reviewed regularly at the Risk, Audit & Governance Committee and annually by the Board of Trustees. The Senior Management Team identifies and develops strategies to mitigate the charity's main risks on a monthly basis. As a part of the restructure process in May 2024 the SMT reviewed the major risks facing the organisation following the proposed restructure and considered mitigations. 3 major risks were identified. A review of risks was carried out in November 2024 and as a result although Income generation remains as a major risk, the other risks were downgraded.

- **Income generation & pipeline:** Although we are ending 2024 in a much stronger financial position than in previous years income generation continues to be a major risk particularly given the tough external funding environment and the continuing difficult and volatile economic situation. Mitigations include: CEO now has direct control of this area working closely with the contractors who are supporting income generation; monthly RAG meetings; stronger financial controls including regular review of unrestricted income and closure costs; regular review of opportunities and likely ROI with limited resources in team; allocation of some resources and staff time to income generation opportunities. Appointment of a senior trainer with sales experience to boost sales of commissioned and contracted programmes and work.

- **Capacity to Deliver:** Following the restructure and with an ambitious programme of work to deliver there were concerns that we may not be able to deliver on some of our contracted programmes. Mitigations included: Analysis of capacity of freelance trainers; redundant staff taken into the Leap freelance training pool; Improving communications between Leap staff and leadership and freelance trainer pool, including regular online check ins, a facilitated day for trainers, development of a young trainer development programme; progressing trainers through Leap's competency framework. With the result we substantially exceeded our targets for 2024 and with overall excellent high-quality delivery. This risk was downgraded although we will continue to monitor quality assurance processes, trainer morale and retention, and plans are in place for further development of our delivery team.
- **Staff performance and capacity:** Concern about staff morale following the restructure; capacity to work more efficiently and manage more projects. Mitigations included: Wellbeing programme put into place for all staff. Individual professional and personal development programmes. Annual workplans aligned to overall strategic objectives for the year. Regular awaydays, celebration of achievements. Alignment of purpose, vision and values. Appraisal process. Team culture and morale are much improved and therefore this risk was downgraded.

Investment Policy

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

Structure, Governance and Management

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

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

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

At the close of 2024 the Board had nine members; they had access to advice on the progress of the work from the CEO, Director of Delivery, individual project managers, and project advisory groups.

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

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

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

All trustees are encouraged to attend Leap training courses and participate in working groups, events and interview panels in order to familiarise themselves with the core values of the organisation and Leap's approach to conflict and conflict management. They attend an annual day with a focus on review or design of strategic plans. This gives an opportunity to work in mixed teams with staff, trainers and young volunteers.

The board has an annual budget to cover recruitment costs, meeting costs and consultancy or training as required for its members.

The Trustee Board met eight times in 2024 to assist the leadership team in their strategic management of the restructure, monitor the delivery of the business plan, oversee and review financial and risk management, and measure progress in capacity building, diversity, human resources and staff development.

With a substantially smaller staff team the subcommittee system was suspended in April 2024 with just the Risk, Audit and Governance Committee being retained. The RAG committee continued to meet monthly throughout 2024 to monitor the financial system and the income generation pipeline.

The trustees are responsible for developing and overseeing the strategic direction of the charity and ensuring that best governance practice is in place. The trustees delegate the charity's operational management to the Chief Executive and Director of Delivery. In 2024, after the restructure in April a team of 7 full-time equivalent, permanent staff with access to a flexible resource of more than 30 freelance specialist trainers delivered the direct programme work.

The CEO working closely with the Director of Delivery, Leap's freelance finance officer and Leap's Operations and Office Manager oversees the day-to-day financial and administrative management of the organisation. The Director of Delivery undertakes line management and supervision of staff and volunteers and ensure that the teams develop their skills and working practices are in line with the organisation's values and best practice.

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

Volunteers at Leap

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

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP 2019 (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

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

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

Exemption statement

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

Auditors

Kingston Burrowes was appointed as the charitable company's auditors during the year and has expressed its willingness to continue in that capacity.

Approved by the Board of Trustees on 25th April 2025 and signed on its behalf by



Mark Spelman
Chair

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

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

Use of our report

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



Kevin Fisher BA FCA CTA (Senior Statutory Auditor)
For and on behalf of Kingston Burrowes Audit Ltd
Statutory Auditors

308 Ewell Road
Surbiton
Surrey
KT6 7AL

28 April 2025

LEAP CONFRONTING CONFLICT
STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
For the year ended 31 December 2024

	Notes	2024 Unrestricted £	2024 Restricted £	**2024 Total £**	**2023 Total £**
Income and endowments from:					
Donations and legacies	2	416,164	-	416,164	503,976
Charitable activities	3	61,749	733,158	794,907	631,950
Investments	4	1,240	-	1,240	2,355
		479,153	**733,158**	**1,212,311**	**1,138,281**
Expenditure on:					
Raising funds	5	116,610	-	116,610	216,446
Charitable activities	6	322,144	784,431	1,106,575	1,245,802
		438,754	**784,431**	**1,223,185**	**1,462,248**
Net Income/ (Expenditure)	7	40,399	(51,273)	(10,874)	(323,967)
Transfer between funds		-	-	-	-
Net movement in funds		40,399	(51,273)	(10,874)	(323,967)
Total funds brought forward		217,823	105,777	323,600	647,567
Total funds carried forward	18	258,222	54,504	312,726	323,600

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

All income and expenditure derive from continuing activities.

The accompanying notes form part of these Financial Statements.

LEAP CONFRONTING CONFLICT
BALANCE SHEET
As at 31 December 2024

	Notes	2024		2023	
		£	£	£	£
FIXED ASSETS					
Tangible fixed assets	9		-		5,725
CURRENT ASSETS					
Debtors	10	59,983		81,195	
Cash at bank		308,875		319,473	
		368,858		400,668	
CREDITORS					
Amounts falling due within one year	11	(55,077)		(81,430)	
NET CURRENT ASSETS			313,781		319,238
TOTAL ASSETS LESS CURRENT LIABILITIES			313,781		324,963
CREDITORS					
Amounts falling due after more than one year	12		(1,055)		(1,363)
NET ASSETS	19		312,726		323,600
Represented by:					
Unrestricted Funds	18		258,222		217,823
Restricted Funds	18		54,504		105,777
			312,726		323,600

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

The accompanying notes form part of these Financial Statements

Approved by the Board of Trustees on 25th April 2025.

Mark Spelman
Chair

LEAP CONFRONTING CONFLICT
CASH FLOW STATEMENT
For the year ended 31 December 2024

	2024	2023
	£	£
Cash flows from operating activities		
Net income per statement of financial activities	(10,874)	(323,967)
Adjustments for:		
Depreciation charges	5,725	6,137
Interest receivable	(1,240)	(2,355)
(Increase)/decrease in debtors	21,212	86,847
(Decrease)/increase in creditors	(25,297)	3,788
Net cash (used in) / provided by operating activities	(10,474)	(229,550)
Cash flows from investing activities		
Interest received	1,240	2,355
Purchase of tangible fixed assets	-	-
Net cash (used in) investing activities	1,240	2,355
Change in cash and cash equivalents in the year	**(10,598)**	**(227,195)**
Cash and cash equivalents brought forward	319,473	546,668
Cash and cash equivalents carried forward	**308,875**	**319,473**

Analysis of cash and cash equivalents	**2024**	**2023**
		£
Cash at bank	**308,875**	**319,473**

1 ACCOUNTING POLICIES

a) Basis of accounting

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

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

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

b) Company status

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

c) Stock

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

d) Capital items & depreciation

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

e) Income

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

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

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

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

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

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

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

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

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

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

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

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

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

2 INCOME FROM DONATIONS AND LEGACIES	**2024**	2023
	£	£
Core support grants	291,495	390,847
Donations	124,669	113,129
Legacies	-	-
	416,164	503,976

Income from donations and legacies is comprised entirely of unrestricted funds in 2024 and 2023.

3 INCOME FROM CHARITABLE ACTIVITES	**2024**	2023
	£	£
Sales of Training	61,749	37,910
Grants		
Improving Prospects	65,000	69,500
Leadership & Enterprise	150,000	187,000
Rise Up	60,827	92,191
Under Our Roof	-	112,000
Fostering Connections	399,835	48,349
Co-production Support	-	25,000
Leap Growth and Development	-	60,000
My Endz	57,496	-
	794,907	**631,950**

Of the £794,907 recognised in 2024 (2023: £631,950), £733,158 was restricted funds (2023: £594,040) and £61,749 (2023: £37,910) unrestricted funds.

4 INCOME FROM INVESTMENT	**2024**	2023
	£	£
Bank interest	1,240	2,355
	1,240	**2,355**

Income from investments is comprised entirely of unrestricted funds in 2024 and 2023.

5 EXPENDITURE ON RAISING FUNDS	**2024** Direct Costs £	**2024** Support Costs £	**2024** Total £	2023 Total £
Staff costs	82,015	24,015	106,030	198,292
Events & development	-	10,580	10,580	18,154
	82,015	**34,595**	**116,610**	**216,446**

Expenditure on raising funds is comprised entirely of unrestricted funds in 2024 and 2023.

6 EXPENDITURE ON CHARITABLE ACTIVITES	**2024** Direct Costs £	**2024** Support Costs £	**2024** Total £	2023 Total £
Analysed by activity:				
Improving Prospects	74,479	26,910	101,389	155,897
Leadership & Enterprise	173,784	62,790	236,574	335,931
Rise Up	57,928	20,930	78,858	138,751
Under Our Roof	16,551	5,980	22,531	203,538
Take the Leap	-	-	-	72,452
Conflict Management Programmes	24,826	8,970	33,796	137,211
Fostering Connections	153,816	62,790	216,606	33,418
My Endz	74,479	26,910	101,389	-
Programme Development	231,711	83,721	315,432	168,604
	807,574	**299,001**	**1,106,575**	**1,245,802**

Analysed by nature:	**2024** £	2023 £
Direct Costs		
Delivery staff salaries	365,552	647,724
Trainer fees	345,431	150,081
Other delivery costs	27,760	34,845
Curriculum & evaluation development	88	29,085
Policy, events and reports	1,944	15,448
Recruitment, HR and staff training	3,286	16,421
Consultancy fees	63,513	59,320
	807,574	**952,924**
Support Costs		
Premises costs	71,741	87,010
Office & IT costs	38,933	53,933
Core staff salaries	61,142	122,374
Governance		
Staff costs	102,081	15,716
Audit fees	5,040	4,812
Trustees' expenses, inc. recruitment & strategy development	20,064	4,486
	299,001	**292,878**
	1,106,575	**1,245,802**

Of the £1,106,575 expenditure in 2024 (2023: £1,245,802), £784,431 was restricted funds (2023: £722,914) and £322,144 was unrestricted funds (2023: £522,888).

7 NET INCOME

	2024 £	2023 £
This is stated after charging:		
Depreciation	5,725	6,137
Audit fees	5,040	4,812
Operating lease rentals	51,707	51,707

8 TOTAL STAFF COSTS

	2024 £	2023 £
Salaries	501,280	830,243
Employer's National Insurance	46,329	69,670
Employer's Pension Costs	28,185	50,205
Ex-gratia payment	1,793	1,154
Recruitment, Training and Travel	8,708	12,179
Temps and Agency Staff	102,347	32,675
	688,642	**996,126**

Details of employees who received total employee benefits (excluding employer pension costs) in excess of £60,000 are as follows:	2024 No.	2023 No.
£60,000 - £70,000	1	-
£70,000 - £80,000	1	2
£80,000 - £90,000	-	-
£90,000 - £100,000	-	2

The number of staff (full-time equivalent) during the year	2024 No.	2023 No.
Charitable Activities	6.6	11.5
Fundraising and publicity	1.4	4.4
Support	2.4	3.2
	10.4	19.1

	2024 No.	2023 No.
Average monthly number of staff	**14**	22

	2024 £	2023 £
Total employee benefits* of key management personnel	**81,628**	**93,736**

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

9 FIXED ASSETS	**Fixtures, fittings and equipment**	
	2024	2023
	£	£
Cost		
At 1 January 2024	139,779	139,778
Additions in year	-	-
At 31 December 2024	**139,779**	**139,778**
Depreciation		
At 1 January 2024	134.054	127,916
Charge for the year	5,725	6,137
At 31 December 2024	**139,779**	**134,053**
Net book values at 31 December 2024 & 2023	**0**	**5,725**

10 DEBTORS	**2024**	2023
	£	£
Trade debtors	21,600	7,346
Staff loans	0	-
Prepayments & other debtors	27,239	41,445
Accrued income	11,144	32,404
	59,983	**81,195**

11 CREDITORS: Amounts falling due within one year	**2024**	2023
	£	£
Trade creditors	36,493	33,576
Deferred Income	-	20,396
Accrued expenses	5,340	4,812
Payroll creditors	13,244	22,646
Other creditors	-	-
	55,077	**81,430**

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

Deferred income	**2024**
	£
Opening deferred income	20,396
Amounts deferred in the year	-
Released to income	20,396
	-

12 CREDITORS: Amounts falling due after one year	**2024**	2023
	£	£
Pension liability (refer to note 14)	1,055	1,363

13 OPERATING LEASE - MINIMUM LEASE PAYMENTS	2024 £	2023 £
Minimum lease payments due:		
Within 1 year	51,707	51,707
Between 2 and 5 years	-	51,707
Total minimum lease payments	**51,707**	**103,414**

14 CONTINGENT LIABILITIES

The Pension Trust – The Growth Plan

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

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

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

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

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

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

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

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

The estimated debt on withdrawal from the scheme is £10,162 (effective date September 2023).

15 CONTINGENT ASSETS - GRANT FUNDING	**2024**	2023
	£	£
Total grant funding awarded but not recognised as income as at 31 December 2024 & 2023	**640,475**	**938,710**

16 RELATED PARTIES TRANSACTIONS

No trustee received remuneration for their trusteeship in 2024 or 2023. £290 of travel and subsistence was reimbursed in 2024 to one trustee.

	2024	2023
	£	£
Unrestricted donations from related parties	43,700	9,963

17 TAXATION

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

18 FUNDS STATEMENT	**01-Jan 2024**	**Income**	**Expenditure**	**31-Dec 2024**
	£	£	£	£
RESTRICTED FUNDS				
Improving Prospects	4,167	65,000	69,167	-
Leadership & Enterprise	20,000	150,000	135,805	34,195
Rise Up	-	60,827	49,577	11,250
Under Our Roof	43,501	-	43,500	1
Take the Leap	6,180	-	6,180	-
Fostering Connections	17,606	399,835	417,442	-
Co-production Support	14,323	-	13,671	652
My Endz	-	57,496	49,089	8,407
Total Restricted Funds	**105,777**	**733,158**	**784,431**	**54,504**
UNRESTRICTED FUNDS				
General fund	217,823	479,153	438,754	258,222
Total Unrestricted Funds	**217,823**	**479,153**	**438,754**	**258,222**
Total Project Funds	**323,600**	**1,212,311**	**1,223,185**	**312,726**

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

18 FUNDS STATEMENT / Cont.

Comparative information for the movement in funds is as follows:

	01-Jan 2023 £	Income £	Expenditure £	31-Dec 2023 £
RESTRICTED FUNDS				
Improving Prospects	35,000	69,500	100,333	4,167
Leadership & Enterprise	39,429	187,000	206,430	20,000
Rise Up	19,270	92,191	111,461	-
Under Our Roof	71,334	112,000	139,834	43,501
Take the Leap	49,247	-	43,067	6,180
Fostering Connections	-	48,349	30,743	17,606
Co-production Support	14,327	25,000	25,004	14,323
Wellbeing grant	400	-	400	-
Capacity Building Consultancy	-	60,000	60,000	-
Expert Advice	3,070	-	3,070	-
Capacity Building Fund	2,574	-	2,574	-
Total Restricted Funds	**234,651**	**594,040**	**722,914**	**105,777**
UNRESTRICTED FUNDS				
General fund	412,916	544,241	739,334	217,823
Total Unrestricted Funds	**412,916**	**544,241**	**739,334**	**217,823**
Total Project Funds	**647,567**	**1,138,281**	**1,462,248**	**323,600**

19 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	2024 Unrestricted £	2024 Restricted £	2024 Total £
Fixed Assets			
Tangible fixed assets	-	-	-
Current Assets			
Stock	-	-	-
Debtors	59,983	-	59,983
Cash and bank	254,371	54,504	308,875
	314,354	54,504	368,858
Liabilities			
Creditors falling due within one year	56,132		56,132
Creditors falling due after one year	1,055	-	1,055
	57,187	-	57,187
Net assets	**257,167**	**54,504**	**311,671**

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

	2023 Unrestricted £	2023 Restricted £	2023 Total £
Fixed Assets			
Tangible fixed assets	5,725	-	5,725
Current Assets			
Stock	-	-	-
Debtors	81,195	-	81,195
Cash and bank	213,696	105,777	319,473
	294,892	105,777	400,668
Liabilities			
Creditors falling due within one year	81,430		81,430
Creditors falling due after one year	1,364	-	1,364
	82,794	-	82,794
Net assets	**217,823**	**105,777**	**323,600**

Coram Leap Confronting Conflict

England & Wales - Charity number 1072376

Accounts

Leap Confronting Conflict

Report and Financial Statements
For the year ended
31 December 2023

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

LEAP CONFRONTING CONFLICT
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 December 2023

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LEAP CONFRONTING CONFLICT
TRUSTEES' REPORT
For the year ended 31 December 2023

The Board of Trustees presents its report and the audited financial statements for the year ended 31 December 2023.

Reference and Administrative Details

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

Board of Trustees

Mark Spelman	Chair
Debbie Beaven	Treasurer
Reece Dopson	
Kanchan Jadeja	
Aaron Jean-Baptiste	
Deborah O'Neill	
Jan Levy	
Nina Ma	
Susannah Drury (appointed 21 April 2023)	
Chi Kavindele (appointed 21 April 2023)	

Company Secretary

Ruth Chapple (until May 2024)
Jo Broadwood (from May 2024)

Chief Executive (Key Management Personnel)

Gabin Sinclair-Constance (until June 2023)
Tracey Fletcher (interim) (appointed July 2023 until February 2024)
Jo Broadwood (appointed February 2024)

Senior Management Team

Ruth Chapple
Kayleigh Thornton (until July 2023)
Laurena Robinson (until February 2024)
Denise Allen (interim) (appointed August 2023 until March 2024)
Laura Johnson (appointed March 2024)

Auditors

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

Bankers

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

Chair's Statement

Leap's purpose is to give young people the skills to navigate conflict in their lives and help lead society. The needs of young people today are critical to the wellbeing of the UK, but the multiple pressures on them mean there is a growing demand for help to foster healthy relationships, build self-awareness and inspire personal growth. We are very grateful to our many donors and supporters who recognise these needs and have continued to fund the work over the past 12 months. In what has been a testing year a particular thank you to staff, the management team, the trainers and the Board for their tireless efforts and many hours to help so many young people thrive and navigate conflict.

Leap helps young people deal with conflict in schools, in the care system or at home. The data shows that demand for Leap's programmes continues to grow and that young people (79%) attending the programmes report feeling more confident in making better decisions during conflicts as a result of the training and tools we provide. The best of Leap is always the personal stories when individuals have been able to use Leap training to make a difference to their lives. One parent said of their son who attended a Leap programme:

"Before joining the programme, he found it difficult to manage his emotions; the impact of the Leap programme was remarkable; he began to handle conflict with a newfound ease; the programme gave him the tools to open up and resolve issues rather than bottling them up"

In 2023, Leap focussed on improving the delivery quality of its work. Leap has developed digital offers to complement its core in person training, refreshed its delivery structure, and continued to focus on co-production involving young people in the design of programmes.

Despite growing demand, the sector has experienced a tightening of funding and for Leap the impact was a shortfall on our 2023 income targets, especially in the second half of the year, which resulted in a full year fall in income of 25% year on year. After the CEO stepped down in June 2023 the Board appointed an interim CEO Tracey Fletcher. We are very grateful to Tracey for the stability she brought to Leap, especially all her work to improve our delivery model and listening and supporting staff. In the meantime a search took place for a permanent CEO with the right experience, capabilities and style that would lead Leap to a stronger future.

As we look back at 2023 we recognise that it was the start of a transition for Leap, as we worked to redefine processes, methodologies, leadership and culture, while preserving the essence of what makes Leap great.

The focus in the latter part of the year was to find the right permanent CEO, strengthen the management team and plan how to create model that strengthened our foundations again, gave us financial sustainable and a proposition that will present opportunities to grow again.

In February 2024 Jo Broadwood joined us as CEO (permanent). Jo left Belong, where she was the CEO who delivered growth and a sustainable model. We are delighted to welcome Jo to her new role and back into Leap; she worked at Leap for 18 years previously designing many of the original programmes and brings with her a wealth of experience with young people. Jo has already made a huge impact, She has led a restructure to streamline the organisation, reduce the cost base, and put a personal focus on income generation. Delivery capabilities are strengthened with a new director of delivery joining in March 2024, focussing on impact and operational excellence. New leadership, tight financial controls, reduced cost base and delivering on our major 2024 programmes provides the solid foundations for a stronger year ahead.

Mark Spelman
Chair of Trustees
Leap Confronting Conflict

Objectives and Activities

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

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

The main areas of charitable activity are:

1. The provision of structured training programmes for young people to enable them to navigate conflict effectively, foster healthy relationships, make positive decisions and inspire self-growth.

2. The delivery of training and consultancy programmes to adult practitioners who work with young people to increase their confidence and skills in managing youth conflict and developing the emotional wellbeing, resilience, and leadership skills of young people.

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

To measure success the charity monitors the number of young people and adults trained and benchmarks those figures against targets set in the operational plan at the beginning of the year. The charity also monitors and measures qualitative changes in participants using their "Theory of Change" and "Journey of Change" evaluation tools.

In 2023, Leap's main delivery programmes were:

- **Improving Prospects:** a community-based conflict navigation and personal development programme specifically designed for young people aged 15-21 who are facing significant conflict in their lives

- **Leadership & Enterprise:** a whole-group training and engagement programme for young people in the London Boroughs of Lambeth and Southwark

- **Under our Roof:** a programme that supports young people in care and their carers to navigate conflict effectively and build and maintain safe and supportive relationships

- **Rise Up:** a programme delivered in partnership with London Youth to develop London's youth sector leaders

- **Fostering Connections:** a programme supporting social workers and supervising social workers who work with foster carers, that builds on our Under our Roof programme delivered in partnership with National Childrens Bureau.

- **Take the Leap:** a programme supporting Year 6 children in the transition to the secondary school delivered over the summer.

Achievements and Performance

Throughout 2023 Leap supported 952 young people, and 316 adults exceeding the targets set in our operational plans. Leap also worked with an additional 72 young people and 340 adults on co-production and collaborative projects outside of our core delivery. The data collated throughout 2023 highlights the significant influence of Leap's programmes on conflict management skills, communication, and decision-making abilities for both young people and adults.

For young people, the outcomes of programme deliveries indicate a substantial improvement across various areas:

- A majority (79%) gained a better understanding of their conflict triggers.
- Nearly three-quarters (71%) feel more capable of expressing their thoughts and emotions.
- The majority (79%) also reported feeling more confident in making better decisions during conflicts.

Similarly, adult programme participants benefited from Leap's deliveries:

- An overwhelming majority (96%) gained a better understanding of their conflict triggers.
- 88% learned effective tools and strategies for conflict resolution.
- A significant proportion (90%) developed the confidence to apply these conflict navigation skills in their work.

Our data suggests that Leap's courses have a tangible positive impact on individuals' abilities to manage conflicts, communicate effectively, and make informed decisions, both in personal and professional settings.

This has several implications for Leap Confronting Conflict:

1. Effectiveness of core deliveries: The substantial number of young people and adults reached through core delivery highlights the charity's effectiveness in delivering impactful programmes directly to its target audience.

2. Extended reach: The outreach beyond core delivery, including co-production projects and collaborations, demonstrates Leap's commitment to expanding its impact beyond traditional programme structures, as well as meeting the ever-changing demands and trends of society.

3. School programmes: Leap's presence in ten schools, including notable institutions, underscores its successful integration into educational settings and its ability to reach a diverse range of young people.

4. Partnerships: Collaboration with 39 partner organisations, including local councils and youth centres, strengthens Leap's network and amplifies its ability to reach communities in need. This also highlights the collective dedication of numerous organisations to Leap's mission, emphasising both the pressing urgency and the critical need for Leap's continued work.

5. Regional presence: Leap's deliveries across 13 London boroughs and online sessions reaching partners in four boroughs outside London signify its commitment to addressing achieving impact on a regional and national scale.

Organisational Development

The last year has seen several significant changes in leadership of the charity, which ultimately lead to the appointment of Jo Broadwood as Leap's permanent CEO in February 2024 the charity is now moving forward with strengthened foundations ready to celebrate its 40th anniversary year in 2027.

In June 2022 Gabin Sinclair-Constance was promoted as the new Chief Executive. After he stepped down in June 2023, the Trustees appointed interim CEO Tracey Fletcher from July 2023 to February 2024 whilst recruiting a new permanent CEO.

Leap's current Strategy comes to an end in 2024. Jo has already started to refresh of our strategy in the lead up to our 40th anniversary, having reshaped a slimmer and more agile organisation.

True to our purpose Leap always remains focused and determined to deliver excellent transformative programmes to young people and the adults that support them as evidenced by us exceeding our 2023 delivery targets.

Plans for Future Periods

2024 is a pivotal year for Leap and the Trustees recognise the scale of the challenges ahead. Demand for young people to engage in Leap's transformational programmes has increased by almost 400% since 2021. At the start of 2024, under the leadership of Jo Broadwood, Leap has restructured to strengthen our focus on delivering excellence for the young people we serve. By streamlining our operational and support functions, we aim to safeguard our future financial sustainability.

Delivering on our flagship programmes for young people (Improving Prospects, Leadership and Enterprise) remains a priority for 2024. As does delivering on our programmes for adult practitioners. This includes Fostering Connections, a new programme to strengthen the skills and resilience of adult professionals and carers to better support care experienced young people. Funded by the Youth Endowment Fund and London Violent Reduction Unit these programmes altogether provide an exciting opportunity for expansion outside London in 2025 and 2026.

Ahead of our 40th anniversary in 2027 Leap will be developing its 2024-2027 strategy with a firm commitment to engaging young people to influence and shape it. As well as building a community of supportive partners, funders and key stakeholders to ensure financial sustainability we will be focused on:

- Better understanding the needs of young people in different areas across the UK, especially those who are marginalised and experiencing significant and complex challenges.
- Equipping more young people with transformative conflict navigation skills with a focus on those who are most marginalised.
- Growing young leaders in conflict navigation skills who are able and confident to contribute to their communities
- Renewing and Refreshing Leap's strategy to align with our ambition to make these essential life skills available to all young people in the UK.
- Developing Leap's online and digital offer as well as our in-person interventions to increase both reach and impact.

Financial Review

Overview of Financial Position

Income remained a challenge for Leap in 2023 as it did for the whole sector. Leap's income reduced by 25% to £1,138,281. Net expenditure (deficit) in 2023 was £323,967 compared to 2022 net deficit of £205,595. The incoming CEO led a restructure at the start of 2024 to create the conditions for financial sustainability

Total income of £1.14m in 2023 represents a decrease of £373,528 from 2022. Total restricted income was £594,040 (2022: £734,198). Total unrestricted income was £544,241 (2022: £777,611). The charity received unrestricted grants, donations and legacies totalling £503,976 (2022: £626,929). Sales and fees amounted to £37,910 (2022: £149,556).

The Balance Sheet at 31 December 2023 showed cash balances of £319,473 (2022: £546,668) and net assets of £323,600 (2022: £647,568). This is represented by unrestricted funds amounting to £217,823 (2022: £412,916) and restricted funds of £105,776 (2022: £234,651).

Performance of fundraising activities

In 2023 Leap achieved a total income of just over £1,138,281. Leap is registered with the Fundraising Regulator and abides by their Code of Fundraising Practice. Leap does not engage in fundraising practices that are intrusive or put undue pressure on individuals to give.

Reserves Policy

The Board of Trustees has examined the charity's requirements for reserves in the context of f the risks to the organisation. The policy is unchanged from last year, with free reserves (excluding fixed assets) held by the charity being the equivalent of three months' total costs, plus an additional £50,000 in reserves for piloting new projects and programmes or to invest further in income generation. The reserves are needed to meet the working capital requirements of the charity.

At 31 December 2023, the charity's free reserves (excluding fixed assets) were below the policy level at £212,099 (1.74 months expenditure). The trustees have accepted this position in the short-term following the restructure, as the level has now reduced and the prospects of getting above the policy level in year are much stronger.

Risk Management

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

The current largest risks, as identified by the Board of Trustees are:

- **Income generation:** A tough external funding environment coupled with the recent changes in leadership has meant that the charity has under-performed with regard to achieving income targets for the last two years. Actions to mitigate this risk include: the appointment of a permanent CEO committed to taking the organisation forward; incoming CEO taking direct control of this area; setting more realistic income generation targets based on an analysis of recent past performance, reducing costs particularly in back office and support functions; and frequent and regular monitoring of the income pipeline.
- **Capacity to Deliver:** The charity has ambitious delivery targets to meet this year. The mitigations for this are: a restructure which prioritised and strengthened the core delivery team with on-staff trainers moving into the freelance training pool; an analysis of capacity to meet demand, and a plan in place for trainer recruitment.

- **People: retention and development** A period of instability and change in leadership has inevitably impacted the staff team. Mitigation includes appointment of a new permanent CEO bringing new leadership and energy; appointment of a new Director of Delivery with a strong track record in developing high performing and purposeful staff teams to meet targets; a plan in place to review organisational culture and working practices to support the team to more effectively manage workplans; regular staff team time to renew alignment and commitment around vision, mission and values.

Investment Policy

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

Structure, Governance and Management

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

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

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

At the close of 2023 the Board had ten members; they had access to advice on the progress of the work from the CEO, managers, individual project workers, and project advisory groups.

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

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

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

All trustees are encouraged to attend Leap training courses and participate in working groups, events and interview panels in order to familiarise themselves with the core values of the organisation and Leap's approach to conflict and conflict management. They attend an annual day with a focus on review or design of strategic plans. This gives an opportunity to work in mixed teams with staff, trainers and young volunteers.

The board has an annual budget to cover recruitment costs, meeting costs and consultancy or training as required for its members.

The Trustee Board met four times in 2023, to assist Leap in strategic management and monitor the delivery of business plans, oversee financial and risk management, and measure progress in capacity building, diversity, human resources and staff development.

The Board's governance is supported by subcommittees, which comprise trustees, expert volunteers and members of the senior management team. These are the Impact & Co-production Committee, Inclusion & Diversity Committee Safer Leap and the Risk, Audit & Governance Committee. The RAG committee met monthly throughout 2023 to monitor the financial situation.

The trustees are responsible for developing and overseeing the strategic direction of the charity and ensuring that best governance practice is in place. The trustees delegate the charity's operational management to the Chief Executive and Senior Management Team. In 2023, a team of 19 full-time equivalent, permanent staff with access to a flexible resource of more than 30 freelance specialist trainers delivered the direct programme work.

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

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

Volunteers at Leap

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

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP 2019 (FRS 102).
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

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

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

Exemption statement

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

Auditors

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

Approved by the Board of Trustees on 14th May 2024 and signed on its behalf by



Mark Spelman
Chair

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

Opinion

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

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as of 31 December 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

Use of our report

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

K C Fisher

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

Norman House
8 Burnell Road
Sutton, Surrey
SM1 4BW

29 May 2024

LEAP CONFRONTING CONFLICT
STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
For the year ended 31 December 2023

	Notes	2023 Unrestricted £	2023 Restricted £	**2023 Total £**	**2022 Total £**
Income and endowments from:					
Donations and legacies	2	503,976		503,976	626,929
Charitable activities	3	37,910	594,040	631,950	883,754
Investments	4	2,355		2,355	1,126
		544,241	**594,040**	**1,138,281**	**1,511,809**
Expenditure on:					
Raising funds	5	216,446		216,446	241,106
Charitable activities	6	522,888	722,914	1,245,802	1,476,298
		739,334	**722,914**	**1,462,248**	**1,717,404**
Net Income/ (Expenditure)	7	(195,093)	(128,874)	(323,967)	(205,595)
Transfer between funds		-	-	-	-
Net movement in funds		(195,093)	(128,874)	(323,967)	(205,595)
Total funds brought forward		412,916	234,651	647,567	853,162
Total funds carried forward	18	217,823	105,777	323,600	647,567

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

All income and expenditure derive from continuing activities.

The accompanying notes form part of these Financial Statements.

LEAP CONFRONTING CONFLICT
BALANCE SHEET
As at 31 December 2023

	Notes	2023		2022	
		£	£	£	£
FIXED ASSETS					
Tangible fixed assets	9		5,725		11,862
CURRENT ASSETS					
Stock of publications		-		-	
Debtors	10	81,195		168,041	
Cash at bank		319,473		546,668	
		400,668		714,709	
CREDITORS					
Amounts falling due within one year	11	(81,430)		(76,084)	
NET CURRENT ASSETS			319,238		638,625
TOTAL ASSETS LESS CURRENT LIABILITIES			324,963		650,487
CREDITORS					
Amounts falling due after more than one year	12		(1,363)		(2,920)
NET ASSETS	19		323,600		647,567
Represented by:					
Unrestricted Funds	18		217,823		412,916
Restricted Funds	18		105,777		234,651
			323,600		647,567

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

The accompanying notes form part of these Financial Statements

Approved by the Board of Trustees on 14 May 2024.

Mark Spelman
Chair

LEAP CONFRONTING CONFLICT
CASH FLOW STATEMENT
For the year ended 31 December 2023

	2023 £	2022 £
Cash flows from operating activities		
Net income per statement of financial activities	(323,967)	(205,595)
Adjustments for:		
Depreciation charges	6,137	18,533
Interest receivable	(2,355)	(1,126)
Decrease in stocks	-	-
(Increase)/decrease in debtors	86,847	(12,184)
Decrease/increase in creditors	3,788	(11,644)
Net cash (used in) / provided by operating activities	(229,550)	(212,016)
Cash flows from investing activities		
Interest received	2,355	1,126
Purchase of tangible fixed assets	-	-
Net cash (used in) investing activities	2,355	1,126
Change in cash and cash equivalents in the year	**(227,195)**	**(210,890)**
Cash and cash equivalents brought forward	546,668	757,558
Cash and cash equivalents carried forward	**319,473**	**546,668**

Analysis of cash and cash equivalents	**2023**	**2022** £
Cash at bank	**319,473**	**546,668**

1 ACCOUNTING POLICIES

a) Basis of accounting

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

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

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

b) Company status

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

c) Stock

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

d) Capital items & depreciation

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

e) Income

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

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

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

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

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

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

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

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

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

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

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

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

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

2 INCOME FROM DONATIONS AND LEGACIES	**2023**	2022
	£	£
Core support grants	390,847	402,950
Donations	113,129	223,979
Legacies	-	-
	503,976	**626,929**

Income from donations and legacies is comprised entirely of unrestricted funds in 2023 and 2022.

3 INCOME FROM CHARITABLE ACTIVITES	2023 £	2022 £
Sales of Training and Publications	37,910	149,556
Grants		
Improving Prospects	69,500	170,000
Leadership & Enterprise	187,000	181,833
Rise Up	92,191	115,214
Under Our Roof	112,000	125,350
Take the Leap	-	50,000
Fostering Connections	48,349	-
Co-production Support	25,000	23,000
Leap Growth and Development	60,000	68,801
Expert Advice	-	-
	631,950	**883,754**

Of the £631,950 recognised in 2023 (2022: £883,754), £594,040 was restricted funds (2022: £734,198) and £37,910 (2022: £149,556) unrestricted funds.

4 INCOME FROM INVESTMENT	2023 £	2022 £
Bank interest	2,355	1,126
	2,355	**1,126**

Income from investments is comprised entirely of unrestricted funds in 2023 and 2022.

5 EXPENDITURE ON RAISING FUNDS	2023 Direct Costs £	2023 Support Costs £	2023 Total £	2022 Total £
Staff costs	182,790	15,502	198,292	206,625
Events & development	3,275	14,879	18,154	34,481
	186,065	**30,381**	**216,446**	**241,106**

Expenditure on raising funds is comprised entirely of unrestricted funds in 2023 and 2022.

6 EXPENDITURE ON CHARITABLE ACTIVITES	2023 Direct Costs £	2023 Support Costs £	2023 Total £	2022 Total £
Analysed by activity:				
Improving Prospects	121,979	33,918	155,897	297,792
Leadership & Enterprise	255,780	80,151	335,931	303,728
Rise Up	115,628	23,123	138,751	144,296
Under Our Roof	152,661	50,877	203,538	186,357
Take the Leap	58,589	13,863	72,452	122,611
Conflict Management Programmes	103,293	33,918	137,211	260,632
Fostering Connections	24,171	9,247	33,418	-
Progression Routes	-	-	-	56,417
Programme Development	120,823	47,781	168,604	104,465
	952,924	**292,878**	**1,245,802**	**1,476,298**

Analysed by nature:	2023 £	2022 £
Direct Costs		
Delivery staff salaries	647,724	730,618
Trainer fees	150,081	194,845
Other delivery costs	34,845	112,237
Curriculum & evaluation development	29,085	15,942
Policy, events and reports	15,448	37,274
Recruitment, HR and staff training	16,421	72,902
Consultancy fees	59,320	25,757
	952,924	**1,189,575**
Support Costs		
Premises costs	87,010	102,594
Office & IT costs	53,933	63,720
Core staff salaries	122,374	100,480
Governance		
Staff costs	15,716	14,430
Audit fees	4,812	4,680
Trustees' expenses, inc. recruitment & strategy development	9,033	4,486
	292,878	**286,723**
	1,245,802	**1,476,298**

Of the £1,245,802 expenditure in 2023 (2022: £1,476,298), £722,914 was restricted funds (2022: £703.262) and £522,888 was unrestricted funds (2022: £773,036).

7 NET INCOME

	2023	2022
	£	£
This is stated after charging:		
Depreciation	6,137	18,573
Audit fees	4,812	4,680
Operating lease rentals	51,707	51,707

8 TOTAL STAFF COSTS

	2023	2022
	£	£
Salaries	830,243	903,387
Employer's National Insurance	69,670	91,811
Employer's Pension Costs	50,205	56,954
Pension Deficit Costs	-	-
Ex-gratia payment	1,154	
Recruitment, Training and Travel	12,179	76,979
Temps and Agency Staff	32,675	
	996,126	**1,129,131**

Details of employees who received total employee benefits (excluding employer pension costs) in excess of £60,000 are as follows:	2023 No.	2022 No.
£60,000 - £70,000	-	1
£70,000 - £80,000	2	-
£80,000 - £90,000	-	-
£90,000 - £100,000	2	-

The number of staff (full-time equivalent) during the year	2023 No.	2022 No.
Charitable Activities	11.5	16.0
Fundraising and publicity	4.4	4.0
Support	3.2	3.0
	19.1	**23.0**

	2023 No.	2022 No.
Average monthly number of staff	**22**	32

	2023	2022
	£	£
Total employee benefits* of key management personnel	**93,736**	**118,981**

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

9 FIXED ASSETS	Fixtures, fittings and equipment	
	2023	2022
	£	£
Cost		
At 1 January 2023	139,778	139,778
Additions in year	-	-
At 31 December 2023	**139,778**	**139,778**
Depreciation		
At 1 January 2023	127,916	109,383
Charge for the year	6,137	18,533
At 31 December 2023	**134,053**	**127,916**
Net book values at 31 December 2023 & 2022	**5,725**	**11,862**

10 DEBTORS	2023	2022
	£	£
Trade debtors	7,346	76,411
Staff loans	-	-
Prepayments & other debtors	41,445	42,155
Accrued income	32,404	49,475
	81,195	**168,041**

11 CREDITORS: Amounts falling due within one year	2023	2022
	£	£
Trade creditors	33,576	34,853
Deferred Income	20,396	2,321
Accrued expenses	4,812	7,240
Payroll creditors	22,646	31,670
Other creditors	-	-
	81,430	**76,084**

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

Deferred income	2023
	£
Opening deferred income	2,321
Amounts deferred in the year	20,396
Released to income	2,320
	20,396

12 CREDITORS: Amounts falling due after one year	2023	2022
	£	£
Pension liability (refer to note 14)	1,363	2,920

13 OPERATING LEASE - MINIMUM LEASE PAYMENTS	2023	2022
	£	£
Minimum lease payments due:		
Within 1 year	51,707	51,707
Between 2 and 5 years	51,707	-
Total minimum lease payments	**103,414**	**51,707**

14 CONTINGENT LIABILITIES

The Pension Trust – The Growth Plan

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

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

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

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

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

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

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

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

The estimated debt on withdrawal from the scheme is £13,751 (effective date September 2022).

15 CONTINGENT ASSETS - GRANT FUNDING	2023	2022
	£	£
Total grant funding awarded but not recognised as income as at 31 December 2023 & 2022	**938,710**	**1,164,000**

16 RELATED PARTIES TRANSACTIONS

No trustee received remuneration for their trusteeship in 2023 or 2022. £276 of travel and subsistence was reimbursed in 2023 to one trustees.

	2023	2022
	£	£
Unrestricted donations from related parties	9,963	16,443

17 TAXATION

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

18 FUNDS STATEMENT	01-Jan 2023	Income	Expenditure	31-Dec 2023
	£	£	£	£
RESTRICTED FUNDS				
Improving Prospects	35,000	69,500	100,333	4,167
Leadership & Enterprise	39,428	187,000	206,428	20,000
Rise Up	19,270	92,191	111,461	-
Under Our Roof	71,335	112,000	139,834	43,501
Take the Leap	49,247	-	43,067	6,180
Fostering Connections	-	48,349	30,743	17,606
Co-production Support	14,327	25,000	25,004	14,323
Wellbeing grant	400	-	400	-
Capacity Building Consultancy	-	60,000	60,000	-
Expert Advice	3,070	-	3,070	-
Capacity Building Fund	2,574	-	2,574	-
Total Restricted Funds	**234,651**	**594,040**	**722,914**	**105,777**
UNRESTRICTED FUNDS				
General fund	412,916	544,241	739,334	217,823
Total Unrestricted Funds	**412,916**	**544,241**	**739,334**	**217,823**
Total Project Funds	**647,567**	**1,138,281**	**1,462,248**	**323,600**

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

18 FUNDS STATEMENT / Cont.

Comparative information for the movement in funds is as follows:

	01-Jan 2022	Income	Expenditure	31-Dec 2022
	£	£	£	£
RESTRICTED FUNDS				
Improving Prospects	-	170,000	135,000	35,000
Leadership & Enterprise	79,660	181,833	222,063	39,428
Rise Up	14,641	115,214	110,587	19,270
Under Our Roof	33,062	125,350	87,077	71,335
Take the Leap	42,081	50,000	42,834	49,247
Progression Routes	20,015	-	20,015	-
Co-production Support	8,856	23,000	17,529	14,327
Wellbeing grant	400	-	-	400
Zeta Global	5,000	-	5,000	-
Capacity Building Consultancy	-	40,000	40,000	-
Expert Advice	-	6,927	3,857	3,070
Capacity Building Fund	-	21,874	19,300	2,574
Total Restricted Funds	**203,715**	**734,198**	**703,262**	**234,651**
UNRESTRICTED FUNDS				
General fund	649,447	777,611	1,014,142	412,916
Total Unrestricted Funds	**649,447**	**777,611**	**1,014,142**	**412,916**
Total Project Funds	**853,162**	**1,511,809**	**1,717,404**	**647,567**

19 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	2023 Unrestricted £	2023 Restricted £	2023 Total £
Fixed Assets			
Tangible fixed assets	5,725	-	5,725
Current Assets			
Stock	-	-	-
Debtors	81,195	-	81,195
Cash and bank	213,696	105,777	319,473
	294,892	105,777	400,668
Liabilities			
Creditors falling due within one year	81,430		81,430
Creditors falling due after one year	1,363	-	1,364
	82,793	-	82,794
Net assets	**217,823**	**105,777**	**320,600**

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

	2022 Unrestricted £	2022 Restricted £	2022 Total £
Fixed Assets			
Tangible fixed assets	11,862	-	11,862
Current Assets			
Stock	-	-	-
Debtors	168,041	-	168,041
Cash and bank	312,017	234,651	546,668
	480,058	234,651	714,709
Liabilities			
Creditors falling due within one year	76,084	-	76,084
Creditors falling due after one year	2,920	-	2,920
	79,004	-	79,004
Net assets	**412,916**	**234,651**	**647,567**

Coram Leap Confronting Conflict

England & Wales - Charity number 1072376

Accounts

Leap Confronting Conflict

Report and Financial Statements
For the year ended
31 December 2022

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

LEAP CONFRONTING CONFLICT
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 December 2022

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LEAP CONFRONTING CONFLICT
TRUSTEES' REPORT
For the year ended 31 December 2022

The Board of Trustees presents its report and the audited financial statements for the year ended 31 December 2022.

Reference and Administrative Details

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

Board of Trustees

Mark Spelman	Chair
Peter Olawaye	Vice Chair – Resigned December 2022
Rachel Sandby-Thomas	Vice Chair – Resigned December 2022
Debbie Beaven	Treasurer
Chantal Chang	Resigned July 2022
Reece Dopson	
Kanchan Jadeja	
Aaron Jean-Baptiste	
Deborah O'Neill	
Ashish Prashar	
Jan Levy	
Nina Ma	

Company Secretary
Ruth Chapple

Chief Executive (Key Management Personnel)
Ben Kernighan (until May 2022)
Gabin Sinclair-Constance (from July 2022)
Tracey Fletcher (from July 2023)

Senior Management Team
Stephanie Papapavlou (resigned October 2022)
Ruth Chapple
Gabin Sinclair-Constance (until June 2022)
Lydie Saint-Marc Powell (resigned December 2022)
Kayleigh Thornton (appointed December 2022)
Laurena Robinson (appointed December 2022)

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

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

LEAP CONFRONTING CONFLICT
TRUSTEES' REPORT
For the year ended 31 December 2022

Objectives and Activities

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

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

The main areas of charitable activity are:

1. The provision of structured training programmes for young people to enable them to navigate conflict effectively, foster healthy relationships, make positive decisions and inspire self-growth.

2. The delivery of training and consultancy programmes to adult practitioners who work with young people to increase their confidence and skills in managing youth conflict and developing the emotional wellbeing, resilience, and leadership skills of young people.

3. The exploration of emerging issues for young people in conflict, through an action research methodology, in order to design new high-impact programmes and to support the development of effective practice and policy for young people.

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

To measure success the charity monitors the number of young people and adults trained and benchmarks those figures against targets set in the operational plan at the beginning of the year. The charity also monitors and measures qualitative changes in participants using their "Theory of Change" and "Journey of Change" evaluation tools.

In 2022, Leap's main delivery programmes were:

- **Improving Prospects:** a community-based conflict navigation and personal development programme specifically designed for young people aged 15-21 who are facing significant conflict in their lives

- **Leadership & Enterprise:** a whole-group training and engagement programme for young people in the London Boroughs of Lambeth and Southwark

- **Under our Roof:** a programme that supports young people in care and their carers to navigate conflict effectively and build and maintain safe and supportive relationships

- **Rise Up:** a programme delivered in partnership with London Youth and Clore Social Leadership to develop London's youth sector leaders

- **Progression Routes:** a tailored 1:1 programme supporting young people to achieve their goals and access employment and training opportunities.

Achievements and Performance

Throughout 2022, Leap continued the delivery of its core programmes: Improving Prospects, Leadership and Enterprise and Under our Roof; delivering a total of 516 training sessions throughout the year.

A total of 1,382 young people engaged with our programmes in 2022, and of those, 515 young people completed our programmes; a significant 165% increase on 2021. It also marked a return to predominantly face to face training further to the move to virtual engagement during the disruption of the pandemic.

A further 205 adults completed Leap training. This includes adult practitioners working with young people and adult professionals working across different sectors to develop self-awareness and tools to deescalate and manage conflict in the workplace including continued work with prison officers.

Key achievements in 2022:

Under our Roof engaged 108 adults and young people through its training sessions and co-production initiatives including the podcast group, and partnership with Playing On to launch Raising the Roof, a live production where care experienced young people were able to showcase their real life lived experience through performance in October at the Omnibus Theatre (and within the performance space, we were able to incorporate Leap's conflict tools to a live audience). Under our Roof celebrated several achievements including the adoption of online platforms to ensure that young people who would not have previously engaged in 'in-person' social settings were able to be included in the programme. Furthermore, during Care Leavers Week, participants from Raising the Roof also took part in a filming production at Lewisham College highlighting issues that young people in care face.

Leadership & Enterprise supported 94 young people, a 21% increase from 2021. L&E has also been leading the Tulse Hill consortium; partnering with a range of organisations across Southwark and Lambeth to engage with local young people. With the continued funding from National Lottery Community Fund, L&E will continue to impact a further 600 young people over the next 3 years.

Improving Prospects, Leap's longest running programme impacted 260 young people through school partnerships. The young people have had very positive things to say about the leadership courses:
'The games helped me become more patient and better at communicating'
'My attitude and how I present myself and not judge others so quickly'
'I benefitted from being able to reveal what my thoughts were and being heard'

Take the Leap supported 255 young people, and as a result of completing the summer programme:

- 1in 3 young people had an increased comfort in going to secondary school
- 1 in 5 had an increase in self-confidence
- 1 in 3 had an increased confidence in making friends
- 1 in 4 felt equipped with the tools and strategies to support themselves in stressful situations

Organisational Development

There have been a number of changes in the leadership since 2022 as we responded to cultural challenges and a need for us to strengthen our core leadership capabilities and behaviours. Following Ben Kernighan's departure in 2022, Gabin Sinclair-Constance was promoted from Director of London Programmes to Chief Executive in June 2022, a post he held until June 2023. We are now seeking to appoint a CEO who will lead the organisation to its full potential in delivering increased impact to the communities and individuals Leap supports. An interim CEO has been appointed to review the organisational design, support our continued fundraising and to secure effective delivery of our programmes through a cohesive and capable senior management team.

In November 2022, Leap appointed Laurena Robinson as Director of Income and External Affairs, and Kayleigh Thornton joined as Director of Delivery in December. These appointments completed the senior leadership team and started a process of review and recommendation for change to implement efficiencies and processes and achieve greater impact through 2023 and into next year. As we move towards our 40th birthday we will be refreshing our strategy, adapting to be more relevant and known, to ensure long term sustainability and impact.

The economic conditions have challenged the team to be creative in exploring new opportunities for income generation. We recognise some funders and individuals have withdrawn or reduced funding so we have used this opportunity to revisit lapsed funders and to be candid with loyal and prospect supporters about the impact of the current financial pressures.

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

The Paul Hamlyn Foundation sponsored the return of the Leap pledge dinner which also marked a close to their long-term support as they seek to expand their support to other grantees next year. The dinner was a success in raising over £45,000 and securing a grant of £35,000 from a new corporate foundation.

Development of Leap's profile and influence

Leap strengthened its profile across parts of London where dedicated teams have been leading our key programmes. We have been particularly present in Lambeth, Southwark and Islington where we have been able to develop hyper local partnerships addressing local priorities and needs. This has also allowed us to gain greater trust and respect from the local community partners which in turn strengthens our position with young people and the communities.

We delivered a second podcast series of Let's Talk Conflict and we plan to expand on more youth led opportunities such as podcasts in 2023.

The charity is looking to strengthen its social media presence in 2023 with the appointment of a dedicated communications team member. The aim Is to look ahead to opportunities for raised profile which will come with Leap's 40th anniversary in 2027.

Performance of fundraising activities

In 2022, Leap achieved a total income of just over £1,511,809 a decrease of 10% from 2021. The search for a new Chief Executive limited the focus on fundraising activities in the first half of 2022. Cultural challenges and a number of personnel changes coupled with a challenging economic environment meant fundraising didn't perform as well as expected for the year.

Leap was able to celebrate some significant funding wins towards the end of the year such as a 3-year grant from National Lottery Community Fund, and the team are positive about the pipeline of funding opportunities available in 2023. Although the charity predominantly still relied on significant grants from trusts and foundations as our greatest source of income, in order to work towards greater financial sustainability, the team also:

- Researched and applied to varying levels of grant funders (to divert focus from high value, high risk funders, increase probability of success and build new relationships with new funders)
- Developed the online presence to attract new supporters such as those who may partake in challenge events via the 'Get involved' section on our website
- Took part in The Big Give Christmas Challenge for the second year– a national campaign aimed at securing new individual donors. This raised £51,530 plus gift aid (an increase of over 50% on 2021).
- Continued to work with Social Business Trust and pro-bono support from EY to develop the professional training offer to corporates and adult practitioners working with young people as an income stream which has huge potential for Leap.

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

Plans for Future Periods

Our Board has agreed the following key priorities for 2023:

- To continue delivering and developing our existing programmes, working with young people who have been challenged by conflict situations and supporting adults who interact with them. As part of this, we plan to expand on our partnerships across London to create new referral pathways for young people via partners who align with Leap's values and mission.
- To create more direct engagement with young people. As such, we have developed a pathway for self-referrals for young people who have completed our programmes in their community or in-school and want to continue their self-development.
- To be the expert voice in conflict navigation for young people. To achieve this, we are building our brand profile through greater online presence and communicating the partnerships we have secured (such as National Lottery Community Fund), and the work we do which brings enormous credibility. We are also investing in strategic advertising and event attendance at the likes of The Health and Wellbeing at Work exhibition at NEC Birmingham to raise our public profile and engagement.
- To consider how we adapt our brand and 'core narrative' to be more attractive to young people to approach us directly (self-refer). We have been fortunate to receive pro-bono support from Interbrand, a highly regarded brand agency to produce a potential new visual identity for Leap which would be more representative of Leap as a youth focused charity. We will continue to apply research and testing throughout 2023 to consider a brand refresh in 2024.
- To create a culture for young people to be involved in, influence and co-create opportunities. Further to an external review to understand our strengths and areas of improvement on co-production, we are committed to invite co-production across all elements of delivery at Leap. We will re-launch our Youth Ambassadors Programme and Youth Involvement Group to engage young people to support our strategic direction, how we develop existing and new programmes, inform our decisions on the likes of brand refresh and senior appointments at Leap, and explore opportunities to be trained and work with us as trainers to impact the next gen of young people attending Leap programmes.
- To make sure we maintain strong organisational health with priority on achieving financial stability and a sustainable income model by diversifying existing income streams. Diversification will be focused on corporate partnerships and foundations, committee led philanthropy and community support particularly exploring our Quaker heritage. There is also greater potential in grants and statutory income with more dedicated resource. It is also about having a culture where the Leap community (our staff, freelance trainers and young people) feels valued and supported.

The Board is mindful of the ongoing economic challenges that have resulted in a "cost of living" crisis in the UK. Leap is encouraged at the regard from some funders to offer a cost of living uplift on existing grants, however, the impact of the crisis on Leap will continue to be closely assessed regularly to ensure the long-term sustainability of the charity in order that it can deliver on its objectives.

Financial Review

Overview of Financial Position

Income remained a challenge for Leap in 2022. The funding environment is challenging for the whole sector and Leap's income reduced by 10% to £1,511,809. Net expenditure (deficit) in 2022 was £205,595 compared to 2021 net deficit of £77,116. The Board accepted the deficit in 2022 but has tasked the incoming management team to set a budget for surplus in 2023.

Total income of £1.51m in 2022 represents a decrease of £177,873 from 2021. Total restricted income was £734,198 (2021: £776,748). Total unrestricted income was £777,611 (2021: £1.38m). The charity received unrestricted grants, donations and legacies totalling £626,929 (2021: £805,595). Sales and fees amounted to £149,556 (2021: £107,287).

The Balance Sheet at 31 December 2022 showed cash balances of £546,668 (2021: £757,558) and net assets of £647,568 (2021: £853,162). This is represented by unrestricted funds amounting to £412,916 (2021: £619,053) and restricted funds of £234,651 (2021: £203,715).

Reserves Policy

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

At 31 December 2022, the charity's free reserves (excluding fixed assets) of £401,054 is below this target amounting to 2.45 months expenditure and £50,000 in addition. The trustees will be aiming to rebuild these to the target level over the coming two years.

Risk Management

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

The main risks, as identified by the Board of Trustees, are income generation, access to young people and staff well-being. To mitigate these risks, the charity is reviewing the income pipeline, is working with a larger range of partners to reach more young people and has established a well-being group to support staff. Leap also pays close attention to risks associated with safeguarding and child protection. In 2017, the charity undertook a comprehensive review of our safeguarding policies and procedures with the support of expert consultants and have implemented these new policies and procedures in 2018. In 2022 no serious safeguarding issues arose.

The recruitment of a new CEO in 2022, and a change of other member of the senior management team later in the year have bought a period of change to Leap. The new team is undertaking a full review of our delivery and income strategies to ensure we maximise the number of young people we support whilst reducing the cost per head of delivery.

Investment Policy

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

Structure, Governance and Management

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

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

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

At the close of 2022 the Board had nine members; they had access to advice on the progress of the work from the CEO, managers, individual project workers, and project advisory groups.

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

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

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

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

The Trustees met six times in 2022, to assist Leap in strategic management during the pandemic and monitor the delivery of business plans, oversee financial and risk management, and measure progress in capacity building, diversity, human resources and staff development.

The Board's governance is supported by subcommittees, which comprise trustees, expert volunteers and members of the senior management team. These are the Impact & Co-production Committee, Inclusion & Diversity Committee Safer Leap and the Risk, Audit & Governance Committee.

The trustees are responsible for developing and overseeing the strategic direction of the charity and ensuring that best governance practice is in place. The trustees delegate the charity's operational management to the Chief Executive and Senior Management Team. In 2022, a team of 23 full-time equivalent, permanent staff with access to a flexible resource of more than 30 freelance specialist trainers delivered the direct programme work.

The Trustees had regular oversight with the Senior Management Team throughout the changes in CEO and took assurance from their ability to work together to ensure continuity of fundraising and delivery in support of the purpose of the charity throughout some challenges periods.

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

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

Volunteers at Leap

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

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

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

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

Exemption statement

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

Auditors

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

Approved by the Board of Trustees on 13 July 2023 and signed on its behalf by

Mark Spelman

Mark Spelman
Chair

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

Opinion

We have audited the financial statements of Leap Confronting Conflict (the 'charitable company') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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. This description forms part of our auditor's report.

Use of our report

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



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

Norman House
8 Burnell Road
Sutton, Surrey
SM1 4BW

13 July 2023

LEAP CONFRONTING CONFLICT
STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
For the year ended 31 December 2022

	Notes	2022 Unrestricted £	2022 Restricted £	**2022 Total £**	2021 Total £
Income and endowments from:					
Donations and legacies	2	626,929	-	626,929	805,595
Charitable activities	3	149,556	734,198	883,754	884,035
Investments	4	1,126	-	1,126	52
		777,611	**734,198**	**1,511,809**	**1,689,682**
Expenditure on:					
Raising funds	5	241,106	-	241,106	223,326
Charitable activities	6	773,036	703,262	1,476,298	1,543,472
		1,014,142	**703,262**	**1,717,404**	**1,766,798**
Net Income/ (Expenditure)	7	(236,531)	30,936	(205,595)	(77,116)
Transfer between funds		-	-	-	-
Net movement in funds		(236,531)	30,936	(205,595)	(77,116)
Total funds brought forward		649,447	203,715	853,162	930,278
Total funds carried forward	18	412,916	234,651	647,567	853,162

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

All income and expenditure derives from continuing activities.

The accompanying notes form part of these Financial Statements.

LEAP CONFRONTING CONFLICT
BALANCE SHEET
As at 31 December 2022

	Notes	2022		2021	
		£	£	£	£
FIXED ASSETS					
Tangible fixed assets	9		11,862		30,395
CURRENT ASSETS					
Stock of publications		-		-	
Debtors	10	168,041		155,857	
Cash at bank		546,668		757,558	
		714,709		913,415	
CREDITORS					
Amounts falling due within one year	11	(76,084)		(86,093)	
NET CURRENT ASSETS			638,625		827,322
TOTAL ASSETS LESS CURRENT LIABILITIES			650,487		857,717
CREDITORS					
Amounts falling due after more than one year	12		(2,920)		(4,555)
NET ASSETS	19		647,567		853,162
Represented by:					
Unrestricted Funds	18		412,916		649,447
Restricted Funds	18		234,651		203,715
			647,567		853,162

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

The accompanying notes form part of these Financial Statements

Approved by the Board of Trustees on 13 July 2023.

Mark Spelman
Chair

LEAP CONFRONTING CONFLICT
CASH FLOW STATEMENT
For the year ended 31 December 2022

	2022	2021
	£	£
Cash flows from operating activities		
Net income per statement of financial activities	(205,595)	(77,116)
Adjustments for:		
Depreciation charges	18,533	20,066
Interest receivable	(1,126)	(52)
Decrease in stocks	-	430
(Increase)/decrease in debtors	(12,184)	(43,128)
Decrease/increase in creditors	(11,644)	(12,090)
Net cash (used in) / provided by operating activities	(212,016)	(111,890)
Cash flows from investing activities		
Interest received	1,126	52
Purchase of tangible fixed assets	-	(22,900)
Net cash (used in) investing activities	1,126	(22,848)
Change in cash and cash equivalents in the year	**(210,890)**	**(134,738)**
Cash and cash equivalents brought forward	757,558	892,296
Cash and cash equivalents carried forward	**546,668**	**757,558**

Analysis of cash and cash equivalents	**2022**	**2021**
		£
Cash at bank	**546,668**	**757,558**

LEAP CONFRONTING CONFLICT
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2022

1 ACCOUNTING POLICIES

a) Basis of accounting

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

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

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

b) Company status

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

c) Stock

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

d) Capital items & depreciation

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

e) Income

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

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

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

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

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

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

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

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

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

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

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

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

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

2 INCOME FROM DONATIONS AND LEGACIES	**2022**	2021
	£	£
Core support grants	402,950	563,678
Donations	223,979	241,917
Legacies	-	-
	626,929	**805,595**

Income from donations and legacies is comprised entirely of unrestricted funds in 2022 and 2021.

3 INCOME FROM CHARITABLE ACTIVITES	**2022**	2021
	£	£
Sales of Training and Publications	149,556	107,287
Grants		
Improving Prospects	170,000	162,566
Leadership & Enterprise	181,833	200,811
Rise Up	115,214	120,565
Under Our Roof	125,350	125,000
Take the Leap	50,000	50,000
Progression Routes	-	40,015
Co-production Support	23,000	23,000
Leap Growth and Development	68,801	400
Expert Advice	-	54,391
	883,754	**884,035**

Of the £883,754 recognised in 2022 (2021: £884,035), £734,198 was restricted funds (2021 £776,748) and £149,556 (2021: £107,287) unrestricted funds.

Income from investments is comprised entirely of unrestricted funds in 2022 and 2021.

5 EXPENDITURE ON RAISING FUNDS	**2022** Direct Costs £	**2022** Support Costs £	**2022** Total £	2021 Total £
Staff costs	193,857	12,768	206,625	178,813
Events & development	16,002	18,479	34,481	44,513
	209,859	**31,247**	**241,106**	**223,326**

Expenditure on raising funds is comprised entirely of unrestricted funds in 2022 and 2021.

6 EXPENDITURE ON CHARITABLE ACTIVITES	**2022** Direct Costs £	**2022** Support Costs £	**2022** Total £	2021 Total £
Analysed by activity:				
Improving Prospects	241,661	56,131	297,792	385,191
Leadership & Enterprise	254,142	49,586	303,728	263,976
Rise Up	111,116	33,180	144,296	174,383
Under Our Roof	147,817	38,540	186,357	207,200
Take the Leap	95,118	27,493	122,611	61,943
Conflict Management Programmes	214,806	45,826	260,632	245,221
Fear & Fashion	-	-	-	64,577
Progression Routes	38,271	18,146	56,417	33,225
Programme Development	86,644	17,821	104,465	107,756
	1,189,575	**286,723**	**1,476,298**	**1,543,472**

Analysed by nature:	**2022** £	2021 £
Direct Costs		
Delivery staff salaries	730,618	857,367
Trainer fees	194,845	153,042
Other delivery costs	112,237	114,745
Curriculum & evaluation development	15,942	29,020
Policy, events and reports	37,274	42,576
Recruitment, HR and staff training	72,902	34,455
Consultancy fees	25,757	19,114
	1,189,575	**1,250,319**
Support Costs		
Premises costs	102,594	66,181
Office & IT costs	63,720	77,774
Core staff salaries	100,480	124,206
Governance		
Staff costs	14,430	18,623
Audit fees	4,680	4,560
Trustees' expenses, inc. recruitment & strategy development	819	4,486
	286,723	**293,153**
	1,476,298	**1,543,472**

Of the £1,476,298 expenditure in 2022 (2021: £1,543,472), £703.262 was restricted funds (2021: £777,463) and £773,036 was unrestricted funds (2021: £766,009).

7 NET INCOME

	2022	2021
	£	£
This is stated after charging:		
Depreciation	18,631	20,066
Audit fees	4,680	4,560
Operating lease rentals	51,707	46,530

8 TOTAL STAFF COSTS

	2022	2021
	£	£
Salaries	903,387	1,021,951
Employer's National Insurance	91,811	99,604
Employer's Pension Costs	56,954	60,789
Pension Deficit Costs	-	-
Recruitment, Training and Travel	76,979	41,628
Temps and Agency Staff		-
	1,129,131	**1,223,972**

Details of employees who received total employee benefits (excluding employer pension costs) in excess of £60,000 are as follows:	2022 No.	2021 No.
£60,000 - £70,000	1	
£70,000 - £80,000	-	-
£80,000 - £90,000	-	1

The number of staff (full-time equivalent) during the year	2022 No.	2021 No.
Charitable Activities	16.0	18.0
Fundraising and publicity	4.0	5.0
Support	3.0	5.0
	23.0	**28.0**

	2022 No.	2021 No.
Average monthly number of staff	**34**	33

	2022	2021
	£	£
Total employee benefits* of key management personnel	**118,981**	**85,766**

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

9 FIXED ASSETS

	Fixtures, fittings and equipment	
	2022	2021
	£	£
Cost		
At 1 January 2022	139,778	116,879
Additions in year	-	22,899
At 31 December 2022	**139,778**	**139,778**
Depreciation		
At 1 January 2022	109,383	89,317
Charge for the year	18,533	20,066
At 31 December 2022	**127,916**	**109,383**
Net book values at 31 December 2022 & 2021	**11,862**	**30,395**

10 DEBTORS

	2022	2021
	£	£
Trade debtors	76,411	10,135
Staff loans	-	958
Prepayments & other debtors	42,155	41,530
Accrued income	49,475	103,234
	168,041	**155,857**

11 CREDITORS: Amounts falling due within one year

	2022	2021
	£	£
Trade creditors	34,853	41,480
Deferred Income	2,321	6,715
Accrued expenses	7,240	5,247
Payroll creditors	31,670	32,651
Other creditors		-
	76,084	**86,093**

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

Deferred income	**2022**
	£
Opening deferred income	6,715
Amounts deferred in the year	2,321
Released to income	6,715
	2,321

12 CREDITORS: Amounts falling due after one year

	2022	2021
	£	£
Pension liability (refer to note 14)	2,920	4,555

13 OPERATING LEASE - MINIMUM LEASE PAYMENTS	2022 £	2021 £
Minimum lease payments due:		
Within 1 year	51,707	44,964
Between 2 and 5 years	-	77,560
Total minimum lease payments	**51,707**	**122,524**

14 CONTINGENT LIABILITIES

The Pension Trust – The Growth Plan

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

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

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

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

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

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

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

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

The estimated debt on withdrawal from the scheme is £27,885 (effective date September 2021).

15 CONTINGENT ASSETS - GRANT FUNDING	**2022**	2021
	£	£
Total grant funding awarded but not recognised as income as at 31 December 2022 & 2021	**1,164,000**	**1,197,667**

16 RELATED PARTIES TRANSACTIONS

No trustee received remuneration for their trusteeship in 2022 or 2021. £819 of travel and subsistence was reimbursed in 2022 to four trustees.

	2022	2021
	£	£
Unrestricted donations from related parties	16,443	16,471

17 TAXATION

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

18 FUNDS STATEMENT	**01-Jan 2022**	**Income**	**Expenditure**	**31-Dec 2022**
	£	£	£	£
RESTRICTED FUNDS				
Improving Prospects	-	170,000	135,000	35,000
Leadership & Enterprise	79,660	181,833	222,063	39,428
Rise Up	14,641	115,214	110,587	19,270
Under Our Roof	33,062	125,350	87,077	71,335
Take the Leap	42,081	50,000	42,834	49,247
Progression Routes	20.015	-	20,015	-
Co-production Support	8.856	23,000	17,529	14,327
Wellbeing grant	400	-	-	400
Zeta Global	5,000	-	5,000	-
Capacity Building Consultancy	-	40,000	40,000	-
Expert Advice	-	6,927	3,857	3,070
Capacity Building Fund	-	21,874	19,300	2,574
Total Restricted Funds	**203,715**	**734,198**	**703,262**	**234,651**
UNRESTRICTED FUNDS				
General fund	649,447	777,611	1,014,142	412,916
Total Unrestricted Funds	**649,447**	**777,611**	**1,014,142**	**412,916**
Total Project Funds	**853,162**	**1,511,809**	**1,717,404**	**647,567**

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

18 FUNDS STATEMENT / Cont.

Comparative information for the movement in funds is as follows:

	01-Jan 2021 £	Income £	Expenditure £	31-Dec 2021 £
RESTRICTED FUNDS				
Improving Prospects	75,007	162,566	237,573	-
Leadership & Enterprise	57,379	200,811	178,530	79,660
Rise Up	22,656	120,565	128,579	14,642
Power Up!	21,686	125,000	113,624	33,062
Under Our Roof	16,527	-	16,527	-
Fear & Fashion	-	50,000	7,919	42,081
Expert Advice and Support Fund	-	40,015	20,000	20.015
Evaluation Capacity Fund	-	23,000	14,144	8.856
Co-production Support		400	-	400
Zeta Global	5,000	-	-	5,000
My Best Life	-	15,000	15,000	-
Digital Development	-	39,391	39,391	-
Capacity Building Fund	6,175	-	6,175	-
Total Restricted Funds	**204,430**	**776,748**	**777,463**	**203,715**
UNRESTRICTED FUNDS				
General fund	724,848	912,934	989,335	649,447
Total Unrestricted Funds	**724,848**	**912,934**	**989,335**	**649,447**
Total Project Funds	**930,278**	**1,689,682**	**1,766,798**	**853,162**

19 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	2022 Unrestricted £	2022 Restricted £	2022 Total £
Fixed Assets			
Tangible fixed assets	11,862	-	11,862
Current Assets			
Stock	-	-	-
Debtors	168,041	-	168,041
Cash and bank	312,017	234,651	546,668
	480,058	234,651	714,709
Liabilities			
Creditors falling due within one year	76,084	-	76,084
Creditors falling due after one year	2,920	-	2,920
	79,004	-	79,004
Net assets	**412,916**	**234,651**	**647,567**

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

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

Coram Leap Confronting Conflict

England & Wales - Charity number 1072376

Accounts

Leap Confronting Conflict

Report and Financial Statements
For the year ended
31 December 2021

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

LEAP CONFRONTING CONFLICT
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 December 2021

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

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

Reference and Administrative Details

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

Board of Trustees

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

Company Secretary

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

Chief Executive (Key Management Personnel)

Ben Kernighan

Senior Management Team

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

Auditors

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

Bankers

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

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

Objectives and Activities

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

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

The main areas of charitable activity are:

1. The provision of structured training programmes for young people to enable them to navigate conflict effectively, foster healthy relationships, make positive decisions and inspire self-growth.

2. The delivery of training and consultancy programmes to adult practitioners who work with young people to increase their confidence and skills in managing youth conflict and developing the emotional wellbeing, resilience, and leadership skills of young people.

3. The exploration of emerging issues for young people in conflict, through an action research methodology, in order to design new high-impact programmes and to support the development of effective practice and policy for young people.

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

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

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

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

Achievements and Performance

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

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

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

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

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

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

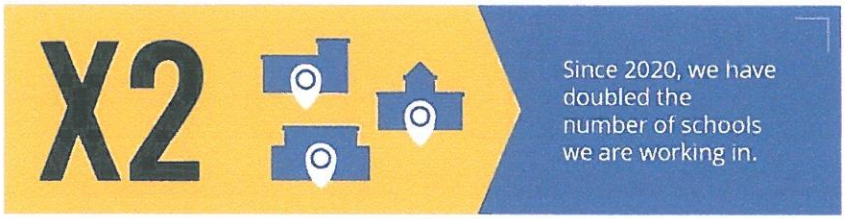
The majority of our delivery in 2021 was for adult professionals (**449** completed Leap's training), which highlighted the importance of up-skilling the adults working with young people to better support them. 96% of these adult professionals said after the training they had a better understanding of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



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

Other key achievements included:

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



Organisational Development

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

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

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

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

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

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

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

Development of Leap's profile and influence

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

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

Performance of fundraising activities

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

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

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

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

Plans for Future Periods

Our Board has agreed the following key priorities for 2022:

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

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

Financial Review

Overview of Financial Position

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

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

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

Reserves Policy

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

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

Risk Management

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

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

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

Investment Policy

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

Structure, Governance and Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Volunteers at Leap

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

Statement of Trustees' Responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

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

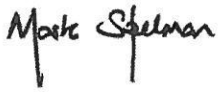
Exemption statement

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

Auditors

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

Approved by the Board of Trustees on 14th July 2022 and signed on its behalf by



Mark Spelman
Chair

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

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

Use of our report

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



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

July 2022

Norman House
8 Burnell Road
Sutton, Surrey
SM1 4BW

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

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

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

All income and expenditure derives from continuing activities.

The accompanying notes form part of these Financial Statements.

LEAP CONFRONTING CONFLICT
BALANCE SHEET
As at 31 December 2021

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

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

The accompanying notes form part of these Financial Statements

Approved by the Board of Trustees on 14 July 2022

Mark Spelman
Chair

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

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

Analysis of cash and cash equivalents	**2021**	2020
		£
Cash at bank	**757,558**	892,296

1 ACCOUNTING POLICIES

a) Basis of accounting

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

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

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

b) Company status

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

c) Stock

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

d) Capital items & depreciation

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

e) Income

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4 INCOME FROM INVESTMENT	**2021**	2020
	£	£
Bank interest	52	427
	52	427

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

5 EXPENDITURE ON RAISING FUNDS	**2021** Direct Costs £	**2021** Support Costs £	**2021** Total £	2020 Total £
Staff costs	156,567	22,246	178,813	176,060
Events & development	14,480	30,033	44,513	36,083
	171,047	**52,279**	**223,326**	212,143

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

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

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

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

Of the £1,543,472 expenditure in 2020 (2020: £1,568,744), £777,463 was restricted funds (2020: £675,284) and £766,009 was unrestricted funds (2029: £893,460).

7 NET INCOME

	2021 £	2020 £
This is stated after charging:		
Depreciation	20,066	16,491
Audit fees	4,560	4,440
Operating lease rentals	46,530	72,984

8 TOTAL STAFF COSTS

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

Details of employees who received total employee benefits (excluding employer pension costs) in excess of £60,000 are as follows:	2021 No.	2020 No.
£70,000 - £80,000	-	-
£80,000 - £90,000	1	1

The number of staff (full-time equivalent) during the year	2021 No.	2020 No.
Charitable Activities	18.0	20.6
Fundraising and publicity	5.0	2.7
Support	5.0	4.9
	28.0	28.2

	2021 No.	2020 No.
Average monthly number of staff	**33**	32

	2021 £	2020 £
Total employee benefits* of key management personnel	**85,766**	97,008

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

9 FIXED ASSETS

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

10 DEBTORS

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

11 CREDITORS: Amounts falling due within one year

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

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

Deferred income	**2021**
	£
Opening deferred income	20,000
Amounts deferred in the year	6,715
Released to income	(20,000)
	6,715

12 CREDITORS: Amounts falling due after one year

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

13 OPERATING LEASE - MINIMUM LEASE PAYMENTS	2021 £	2020 £
Minimum lease payments due:		
Within 1 year	44,964	46,530
Between 2 and 5 years	77,560	129,267
Total minimum lease payments	**122,524**	175,797

14 CONTINGENT LIABILITIES

The Pension Trust – The Growth Plan

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

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

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

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

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

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

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

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

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

15 CONTINGENT ASSETS - GRANT FUNDING

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

16 RELATED PARTIES TRANSACTIONS

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

	2021	2020
	£	£
Unrestricted donations from related parties	16,471	15,885

17 TAXATION

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

18 FUNDS STATEMENT

	01-Jan 2021	Income	Expenditure	31-Dec 2021
	£	£	£	£
RESTRICTED FUNDS				
Improving Prospects	75,007	162,566	237,573	-
Leadership & Enterprise	57,379	200,811	178,530	79,660
Rise Up	22,656	120,565	128,579	14,642
Under Our Roof	21,686	125,000	113,624	33,062
Fear & Fashion	16,527	-	16,527	-
Take the Leap	-	50,000	7,919	42,081
Progression Routes	-	40,015	20,000	20.015
Co-production Support	-	23,000	14,144	8.856
Wellbeing grant		400	-	400
Zeta Global	5,000	-	-	5,000
Capacity Building Consultancy	-	15,000	15,000	-
Expert Advice	-	39,391	39,391	-
Capacity Building Fund	6,175	-	6,175	-
Total Restricted Funds	**204,430**	**776,748**	**777,463**	**203,715**
UNRESTRICTED FUNDS				
General fund	724,848	912,934	989,335	649,447
Total Unrestricted Funds	**724,848**	**912,934**	**989,335**	**649,447**
Total Project Funds	**930,278**	**1,689,682**	**1,766,798**	**853,162**

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

18 FUNDS STATEMENT / Cont.

Comparative information for the movement in funds is as follows:

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

19 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

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

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

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

21 SUPPORTERS & DONORS

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

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

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

Coram Leap Confronting Conflict

England & Wales - Charity number 1072376

Accounts



Leap Confronting Conflict

Report and Financial Statements
For the year ended
31 December 2020

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

LEAP CONFRONTING CONFLICT
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 December 2020

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LEAP CONFRONTING CONFLICT
TRUSTEES' REPORT
For the year ended 31 December 2020

The Board of Trustees presents its report and the audited financial statements for the year ended 31 December 2020.

Reference and Administrative Details

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

Board of Trustees

Mark Spelman	Chair
Peter Olawaye	Vice Chair
Rachel Sandby-Thomas	Vice Chair
Tom Olsen	Treasurer
Matt Bell	
Chantal Chang	
Teresa Clarke	Resigned 10 December 2020
Reece Dopson	
Kanchan Jadeja	
Aaron Jean-Baptiste	
Deborah O'Neill	
Ashish Prashar	Appointed 7 April 2020

Company Secretary
Leigh Gallagher

Chief Executive (Key Management Personnel)
Ben Kernighan

Senior Management Team
Sam Matthews
Stephanie Papapavlou
Ruth Chapple
Gabin Sinclair-Constance
Lucy French (Resigned February 2021)
Lydie Saint-Marc Powell (appointed 5th February 2021)

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

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

LEAP CONFRONTING CONFLICT
TRUSTEES' REPORT
For the year ended 31 December 2020

Objectives and Activities

The charity is a leading UK specialist in the field of youth and conflict, dedicated to delivering relevant, high-quality training and support that is sustainable and delivers high-impact.

Leap's objective is to work with young people to help them to manage conflict and to develop their leadership skills, and with adults to enable them to approach working with young people in conflict with enhanced skills. The trustees have referred to the public benefit guidance published by the Charity Commission and to the obligation in Section 17, Charities Act 2011, when reviewing the charity's aims and objectives and in planning future activities.

The main areas of charitable activity are:

1) The provision of structured training programmes and support for young people to enable them to manage conflict creatively and to develop their leadership skills.

2) The delivery of training and consultancy to adult practitioners who work with young people and foster carers to increase their confidence and skills in managing youth conflict and developing the character and leadership skills of young people.

3) The exploration of emerging issues for young people in conflict, through an action research methodology, in order to design new high-impact programmes and to support the development of effective practice and policy for young people.

Leap's programmes are developed and run using high-quality delivery standards, with KPIs agreed during our annual operational planning process. The charity monitors and evaluates its work through a number of quantitative and qualitative measures. It also has a strong focus on outcomes measurement, which it does through internal and external evaluations. It also carries out longitudinal studies with participants to measure the long-term impact of its work.

In 2020, Leap's main programmes of delivery were:

- **Improving Prospects:** a community-based conflict resolution and personal development programme specifically designed for young people aged 15-21 who are facing significant conflict in their lives
- **Leadership & Enterprise:** a whole-group training and engagement programme for young people in the London Boroughs of Lambeth and Southwark
- **Power Up!:** A programme with young women at risk of gang involvement and/or child sexual exploitation that complements Leadership & Enterprise
- **Under our Roof:** a programme that supports young people in care and their carers to manage conflict effectively and build and maintain safe and supportive relationships
- **Rise Up:** a programme delivered in partnership with London Youth and Clore Social Leadership to developing London's youth sector leaders
- **Progression Routes:** a programme supporting young people achieve their goals and access employment and training opportunities.
- **Conflict Training:** targeted training courses for young people and adult practitioners in prisons and in partnership with other voluntary and community organisations and local government.

We also had some smaller projects supported by restricted funding:

- **Fear and Fashion:** a schools programme based in Camden.
- **Curriculum Development:** We received a lot of support for curriculum development during 2020, with grants for converting our face to face training to digital delivery (our digital development funds and My Best Life both relate to this) and also support for implementing co-production across the organisation.
- **Expert Advice and Support Fund:** targeted support for programme development and capacity building across the organisation.
- **Zeta Global**: a project to deliver training to staff members at Zeta Global which was delayed due to the pandemic.

COVID-19

Covid-19 had a profound impact on the work, education and hopes of the young people Leap works with in 2020. Covid-19 restrictions have had a particular impact on our face-to-face groupwork activities. This has been the greatest area of concern for Leap as restrictions have continued to limit new engagement with young people and adult practitioners. We have however adapted our offer by moving our activities to online delivery. We also provided telephone support to ensure we could offer one to one support to young people.

Achievements and Performance

Our achievements and performance for the year ended 31 December 2020 are set out in detail in our Impact Report. A summary follows. Key achievements in 2020 included:

- Launching our new five-year strategy in January 2020, which included commitment to develop new programmes for young people making the transition from primary to secondary school, to support young people around race and identity and to take a place-based approached to working in communities.
- Working closely with all Leap's trainers to ensure that our work could be delivered effectively online. This involved the team skilling up in how to operate Zoom and how to do so safely for young people. Reflective practice is now completely embedded into our practice and is providing invaluable knowledge about the needs of those attending and the impact of our work.
- Moving key programmes, like Leap's Under our Roof – designed to support young people in care and their carers manage conflict – to online delivery. To make it accessible and engaging for an online audience, we created games role-plays and interactive discussions. We delivered six-week courses in the summer and had a **95%** retention rate throughout.
- Developing a new online offer for partners and youth practitioners, covering a range of vital topics such as wellbeing & self-care, trauma informed approaches and conflict de-escalation. We delivered this new offer to **96** youth workers – out of which **90%** reported they had gained confidence to better support young people.
- Launching a new programme called – ***Rise Up***, funded by London Violence Reduction Unit. Delivered in partnership with London Youth and Clore Social Leadership, the programme will train up to **100** frontline Youth Workers across London to build their ability and confidence to support young people and become Youth Sector Leaders.

- Producing a Reflection pack for prisoners who have had to spend extended periods in their cells as a result of Covid-19 restrictions. The pack has been distributed to over 80 prisons across the UK to date.

- A partnership with another charity called West London Zone to deliver conflict management training to young people in schools across West London, focusing on transition to secondary school, 121 support and leadership. Results have been encouraging with 78% of participating young people reporting a better understanding of conflict and 78% feeling better about themselves.

- Delivering **276** hours of 1:1 support to young people through our community programmes: ***Power Up!*** – targeted at young women aged 13-25 to provide them with practical and emotional support; and

- Completing a thorough evaluation of Leap's flagship community programme – Improving Prospects (IP), which works with disadvantaged young people aged between 15 and 21 who struggle with conflict in their lives, especially those at risk of exclusion from school and involvement in anti-social behaviour, violence and crime. Our evaluation, which looked at the last three years of programme implementation highlighted that it helped young people to significantly reduce their involvement in violence and offending. The evaluation shows that 83% of those involved in violence prior to the programme reported that their involvement in violence had decreased.

- Our safeguarding practice focused on getting ourselves up-to-speed with safer online delivery. We developed an online safeguarding policy and practical guidance for staff and trainers. The Designated Safeguarding Team updated our Reporting Concerns training (mandatory for all staff and trainers) and rolled out an online version for the team. Staff and trainers were trained in Understanding Trauma and its impact. We carried out our second Safeguarding Audit against the NSPCC Safeguarding Standards and reported to the Board of Trustees.

- In parallel and in response to the first lockdown, we designed and piloted a new IP curriculum to offer a wider selection for young people to choose from to improve their relationship with conflict.

- Continuing to develop the Progressions pathways for young people that graduate Leap training, providing one-to-one support to develop their own goals and action plans, to write CVs and application forms, interview practice and signposting to other organisations that can support them with specific needs.

- Continuing to explore more place-based opportunities for greater depth and collaboration in localities. This has led to creating two new senior roles - Director of London Programmes and Deputy Director of London Programmes.- to expand Leap's reach and create more collaborations with other organisations across London.

In 2020, we worked with 826 people, including young people, adult professionals, prisoners and prison officers.

The Black Lives Matter protests across the world in 2020 were a watershed moment for society, institutions and organisations alike. Race, racism and prejudice were firmly in the spotlight, providing crucial impetus for organisations to reflect on their own policies, practices and culture. Leap spent time listening to young people, black colleagues and the black community to better understand the experiences of racism within the organisation and in their broader life, and to consider what an anti-racist culture should look like. We created a new Inclusion and Diversity sub-committee with trustees, senior leadership and black staff represented and chaired by one of our Trustees, Peter Olawaye. We also made a public commitment to adopt an anti-racist approach within the organisation.

Leap appointed an external Critical Friend – Bayo Adelaja to support us in embedding practices of inclusion and equality across our work. Initiatives implemented included expanding our offer of training for all staff and trustees and investing in leadership development for Black staff. We have also changed our recruitment practices to increase diversity at senior management level.

We adapted and rebranded our training offer around race, launching a new programme: Courageous Conversations: Exploring Race and Racism – offering other organisations across all sectors, access to support for having open conversations around the impact of race, racism and prejudice in the workplace, and to begin to reimagine their organisational culture.

Organisational Development

In 2020, Leap continued to benefit from funding and support from key funders to build organisational capacity. The Paul Hamlyn Foundation provided two Critical Friends to provide critical insight and constructive feedback to support organisational development– Bayo Adelaja and Jean Barclay. Bayo offered support to improve diversity representation across the organisation, whilst Jean worked with the team with scenario planning in response to Covid-19.

Development of Leap's profile and influence

Leap continued to engage with networks and policy discussions. Leap made significant progress in delivering our influencing and policy strategy: leading a policy alliance with three other youth charities to influence the 2019 spending review. Our submission, *Safe Communities: a bright future for young people* set out to shift the government's response from increased investment to prison places and policing as an adequate solution to tackling serious violence, to instead investing in community-based initiatives that are better placed to support young people most at risk of serious violence. Following this submission, we were invited to meet the Head of the Serious Violence Unit and the Deputy Director responsible for commissioning funding to early intervention initiatives in the Home Office.

We also worked with Catch 22 to develop the Keep Care Leavers Connected Campaign, urging the government to ensure that each of the 80,000 care leavers has a digital device and internet access for at least 12 months when they first live independently. We submitted policy recommendations to the National Stability Forum, the Department for Education and political party leaders to improve the welfare of young people in care. We have worked closely with the leadership of both the London Violence Reduction Unit and the Youth Endowment Fund to feed into the development of their strategies to address youth violence. A key message for us has been to emphasize the need for young people to have skilled and trusted adults in their lives.

Performance of fundraising activities

For 2020, Leap achieved total income of £1,934,669, a decrease of 5% from 2019. Our largest income source continues to be grant funding through trusts and foundations, which represents 78% of our overall income in 2020, this has increased from 63% of overall income in 2019. This is a result of the emergency pandemic support mostly coming from trusts and foundations and we will be seeking to diversify this again in 2021 and beyond.

We also have a major donor and corporate partnership programme, with the aim of building a community of supporters who are deeply committed to Leap's work and mission. Leap is registered with the Fundraising Regulator and abides by their Code of Fundraising Practice. Leap does not engage in fundraising practices that are intrusive or put undue pressure on individuals to give.

We also generate income through our social enterprise, whereby we offer a suite of bespoke conflict management trainings to organisations and companies across the VCS, statutory and private sectors.

Financial Review

Overview of Financial Position

Despite the challenging economic climate for charities and ongoing pandemic, Leap has continued to remain financially stable, with unrestricted free reserves at 31st December 2020 of £698,286. There were net incoming resources for the year of £273,223 on unrestricted funds and net outgoing resources for the year of £121,441 on restricted funds.

Total income of £1.94m in 2020 represents a decrease of £108,613 from 2019. Total restricted income was £553,843 (2019: £720,726). Total unrestricted income was £1.38m (2019: £1.32m). The charity received unrestricted grants, donations and legacies totalling £1,225,699 (2019: £1,040,000). Sales and fees amounted to £154,700 (2019: £282,000).

The Balance Sheet at 31 December 2020 showed cash balances of £892,296 (2019: £632,397) and net assets of £936,278 (2019: £776,496). This is represented by unrestricted funds amounting to £725,848 (2019: £450,625) and restricted funds of £204,430 (2019: £325,871).

Reserves Policy

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

At 31 December 2020, the charity's free reserves (excluding fixed assets) of £698,286 is above this target, amounting to 4.3 months expenditure and £50,000 in addition. The trustees consider this is appropriate for the charity in these highly uncertain times.

Risk Management

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

The main risks, as identified by the Board of Trustees, are income generation, access to young people and staff well-being. To mitigate these risks, the charity is reviewing the income pipeline, is working with a larger range of partners to reach more young people and has established a well-being group to support staff. Leap also pays close attention to risks associated with safeguarding and child protection. In 2017, the charity undertook a comprehensive review of our safeguarding policies and procedures with the support of expert consultants and have implemented these new policies and procedures in 2018. In 2020 no serious safeguarding issues arose.

In early 2021 the charity continues to be exposed to unexpected risks from the global Coronavirus pandemic. The Trustees have been and continue to take prompt action to ensure the organisation reacts appropriately to a very quickly changing environment and remains financially sustainable and continues to deliver its core mission.

Investment Policy

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

Plans for Future Periods

Strategic Plan (2020 – 2024)

Last year, we launched our 2020 – 2024 Transforming Conflict Together Strategy. The strategy outlines our commitment to continue supporting young people struggling with conflict, and the adult professionals who support them. In line with our commitment to reach those young people who could benefit the most from our programmes, we will continue to target four environments where young people are most likely to face high, sustained levels of conflict; specifically young people who are: in care; not in mainstream education; in inner-city communities; and in the secure estate.

The pandemic presented challenges in implementing our strategy last year. We used last year to adapt our programmes and moved to digitally delivery whenever possible.

Our commitment going forward will be to ensure we continue to adapt our offer to increase our reach, in order to achieve our strategic objectives:

1. Support young people to better manage conflict in their lives through increasing skill and knowledge
2. Improve confidence and skills in adults, parents and professionals to better support young people
3. Develop a place-based approach
4. Influencing policy practice and ideas
5. Invest in maintaining a culture of excellence.

Key priorities in 2021 will include:

- To expand our current programmes into new towns and regions, in particular building partnerships with Violence Reduction Units outside of London
- To deliver Leap's core programmes including: Improving Prospects, Leadership & Enterprise, Power Up!, Under our Roof and Rise Up
- To continue developing Leap's transitioning work with 'younger' young people, with a focus on supporting those transitioning from primary to secondary school
- To develop Covid-19 interim offerings for the secure estate
- To positively influence key decision makers across Government, Local Authorities and Violence Reduction Units, using the learning and insights from our work and working with young people
- To continue developing a culture of practice and coproduction across the organisation and involving young people to ensure their voices are heard and acted upon
- To raise Leap's profile through increased digital presence – including a complete revamp of our website and the launch of a new social media strategy
- To invest and support Leap's staff, trainers and young people to develop in their roles and build a culture of excellence.
- To continue improving Leap's high-quality monitoring and evaluation framework.

The main planned programmes of delivery in 2021 are as follows:

1) **Improving Prospects:** continued delivery of our community-based conflict resolution and personal development programme specifically designed for young people aged 15-21 in London who are facing significant conflict in their lives. We will also be extending the project to a younger age group within schools and alternative education settings and developing the offer through our progression routes function with an increased focus on employability.

2) **Leadership & Enterprise:** year four of a six-year whole-gangs-approach training and engagement programme in the London Boroughs of Lambeth and Southwark. The programme pioneers a "whole friendship group" approach to drive collective behaviour change, working with groups of young people to help them make positive changes in their lives.

3) **Power Up!:** The distinct funding for this project came to an end in 2020 but we are continuing our work with young women as part of Leadership & Enterprise whilst we seek further funding during 2021.

4) **Under our Roof:** continue delivery on our two-year action research programme aimed at supporting young people in the care system, we will also be developing our plans and funding strategy to take this project to the next phase.

5) **Conflict Management Training:** delivery of targeted conflict management and self-leadership programmes with young people and adult practitioners in a variety of settings, including prisons, schools, and in the community.

6) **To develop Covid-19 interim offerings for the secure estate,** initially distributing reflective resource materials for prisoners in the absence of face-to-face training.

Structure, Governance and Management

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

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

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

At the close of 2020 the Board had twelve members; they had access to advice on the progress of the work from the CEO, managers, individual project workers, and project advisory groups.

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

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

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

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

The Trustees met six times in 2020, all facilitated remotely, to assist Leap in strategic management during the pandemic and monitor the delivery of business plans, oversee financial and risk management, and measure progress in capacity building, diversity, human resources and staff development. This was the first year of a new five-year strategy.

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

The trustees are responsible for developing and overseeing the strategic direction of the charity and ensuring that best governance practice is in place. The trustees delegate the charity's operational management to the Chief Executive and Senior Management Team. In 2020, a team of 28 full-time equivalent, permanent staff with access to a flexible resource of more than 30 freelance specialist trainers delivered the direct programme work.

Ben Kernighan was appointed Chief Executive Officer in 2019. Operational responsibility and project delivery rests with him and the senior management team. The Director of Finance and Resources and the Finance and Administration Officer have responsibility for the day-to-day financial and administrative management of the organisation. All senior managers undertake line management and supervision of relevant staff and volunteers and ensure that the teams develop their skills and working practices in line with the organisation's values and best practice.

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

Volunteers at Leap

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

Statement of Trustees' Responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

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

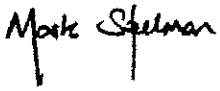
Exemption statement

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

Auditors

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

Approved by the Board of Trustees on 22nd April 2021 and signed on its behalf by



Mark Spelman
Chair

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

Opinion

We have audited the financial statements of Leap Confronting Conflict (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

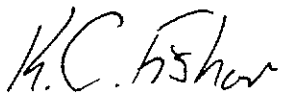
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed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

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

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

Use of our report

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



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

26 April 2021

Norman House
8 Burnell Road
Sutton, Surrey
SM1 4BW

LEAP CONFRONTING CONFLICT
STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
For the year ended 31 December 2020

	Notes	2020 Unrestricted £	2020 Restricted £	**2020 Total £**	**2019 Total £**
Income and endowments from:					
Donations and legacies	2	1,225,699	-	1,225,699	1,039,221
Charitable activities	3	154,700	553,843	708,543	1,003,210
Investments	4	427	-	427	851
		1,380,826	**553,843**	**1,934,669**	**2,043,282**
Expenditure on:					
Raising funds	5	212,143	-	212,143	253,678
Charitable activities	6	893,460	675,284	1,568,744	1,781,963
		1,105,603	**675,284**	**1,780,887**	**2,035,641**
Net Income/ (Expenditure)	7	275,223	(121,441)	153,782	7,641
Transfer between funds		-	-	-	-
Net movement in funds		275,223	(121,441)	153,782	7,641
Total funds brought forward		450,625	325,871	776,496	768,855
Total funds carried forward	18	725,848	204,430	930,278	776,496

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

All income and expenditure derives from continuing activities.

The accompanying notes form part of these Financial Statements.

LEAP CONFRONTING CONFLICT
BALANCE SHEET
As at 31 December 2020

	Notes	2020		2019	
		£	£	£	£
FIXED ASSETS					
Tangible fixed assets	9		27,562		42,403
CURRENT ASSETS					
Stock of publications		430		430	
Debtors	10	112,728		195,789	
Cash at bank		892,296		632,397	
		1,005,454		828,616	
CREDITORS					
Amounts falling due within one year	11	(96,627)		(86,607)	
NET CURRENT ASSETS			908,827		742,009
TOTAL ASSETS LESS CURRENT LIABILITIES			936,389		784,412
CREDITORS					
Amounts falling due after more than one year	12		(6,111)		(7,916)
NET ASSETS	19		930,278		776,496
Represented by:					
Unrestricted Funds	18		725,848		450,625
Restricted Funds	18		204,430		325,871
			930,278		776,496

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

The accompanying notes form part of these Financial Statements

Approved by the Board of Trustees on 22 April 2021

Mark Spelman
Chair

LEAP CONFRONTING CONFLICT
CASH FLOW STATEMENT
For the year ended 31 December 2020

	2020 £	2019 £
Cash flows from operating activities		
Net income per statement of financial activities	153,782	7,641
Adjustments for:		
Depreciation charges	16,491	26,019
Interest receivable	(427)	(851)
(Increase) / decrease in stocks	-	414
Decrease in debtors	83,061	858
Increase / (decrease) in creditors	8,215	(160,424)
Net cash (used in) / provided by operating activities	261,122	210,221
Cash flows from investing activities		
Interest received	427	851
Purchase of tangible fixed assets	(1,650)	(49,584)
Net cash (used in) investing activities	(1,223)	(5,509)
Change in cash and cash equivalents in the year	**259,899**	**(175,076)**
Cash and cash equivalents brought forward	632,397	807,473
Cash and cash equivalents carried forward	892,296	632,397

Analysis of cash and cash equivalents	**2020 £**	**2019 £**
Cash at bank	**892,296**	**632,397**

LEAP CONFRONTING CONFLICT
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

1 ACCOUNTING POLICIES

a) Basis of accounting

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

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

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

b) Company status

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

c) Stock

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

d) Capital items & depreciation

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

e) Income

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

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

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

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

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

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

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

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

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

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

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

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

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

2 INCOME FROM DONATIONS AND LEGACIES	2020 £	2019 £
Core support grants	955,635	635,500
Donations	240,064	356,780
Legacies	30,000	46,941
	1,225,699	**1,039,221**

The charity received government support through the Coronavirus Job Retention Scheme which is accounted for on an accruals basis.

Income from donations and legacies is comprised entirely of unrestricted funds in 2020 and 2019.

3 INCOME FROM CHARITABLE ACTIVITES	**2020** £	**2019** £
Sales of Training and Publications	154,700	282,484
Grants		
Improving Prospects	180,624	231,502
Leadership & Enterprise	160,333	94,166
Rise Up	48,062	-
Power Up!	-	57,464
Under Our Roof	41,000	226,490
Fear & Fashion	12,000	20,000
Expert Advice and Support Fund	27,632	31,104
Evaluation Capacity Fund	-	15,000
Delivery Capacity Fund	150	20,000
Zeta Global	5,000	-
My Best Life	4,360	-
Digital Development	74,682	-
Capacity Building Fund	-	15,000
Programmatic Support Fund	-	10,000
	708,543	**1,003,210**

Of the £708,543 recognised in 2020 (2019: £1,003,210), £553,843 was restricted funds (2019: £720,726) and £154,700 (2019: £282,484) unrestricted funds.

4 INCOME FROM INVESTMENT	**2020** £	**2019** £
Bank interest	427	851
	427	**851**

Income from investments is comprised entirely of unrestricted funds in 2020 and 2019.

5 EXPENDITURE ON RAISING FUNDS	**2020** Direct Costs £	**2020** Support Costs £	**2020** Total £	**2019** Total £
Staff costs	151,279	24,781	176,060	198,411
Events & development	4,952	31,131	36,083	55,267
	156,231	**55,912**	**212,143**	**253,678**

Expenditure on raising funds is comprised entirely of unrestricted funds in 2020 and 2019.

6 EXPENDITURE ON CHARITABLE ACTIVITES	**2020** Direct Costs £	**2020** Support Costs £	**2020** Total £	**2019** Total £
Analysed by activity:				
Improving Prospects	272,708	74,796	347,504	395,041
Leadership & Enterprise	226,334	67,903	294,237	342,033
Rise Up	45,477	12,803	58,280	97,551
Under Our Roof	162,451	40,574	203,025	229,094
Power Up!	68,051	14,928	82,979	65,724
Conflict Management Programmes	263,947	74,616	338,563	456,229
Fear & Fashion	26,894	8,034	34,928	19,300
Programme Development	174,562	34,666	209,228	176,991
	1,240,424	**328,320**	**1,568,744**	**1,781,963**

Analysed by nature:	**2020** £	**2019** £
Direct Costs		
Delivery staff salaries	916,523	887,858
Trainer fees	182,727	254,210
Other delivery costs	29,647	45,629
Curriculum & evaluation development	71,382	99,240
Policy, events and reports	7,295	37,074
Recruitment, HR and staff training	25,275	55,470
Consultancy fees	7,575	16,103
	1,240,424	**1,395,584**
Support Costs		
Premises costs	88,368	103,753
Office Expansion & IT Upgrade	-	37,829
Office & IT costs	71,694	70,997
Core staff salaries	135,150	142,341
Governance		
Staff costs	20,584	17,592
Audit fees	4,020	4,635
Trustees' expenses, inc. recruitment & strategy development	8,504	4,486
	328,320	**386,379**
	1,568,744	**1,781,963**

Of the £1,568,744 expenditure in 2020 (2019: £1,781,963), £675,284 was restricted funds (2019: £751,120) and £893,460 was unrestricted funds (2019: £1,030,843).

7 NET INCOME

	2020 £	2019 £
This is stated after charging:		
Depreciation	16,491	26,019
Audit fees	4,440	4,635
Operating lease rentals	72,984	76,674

8 TOTAL STAFF COSTS

	2020 £	2019 £
Salaries	1,079,162	1,078,702
Employer's National Insurance	106,029	98,737
Employer's Pension Costs	65,827	60,886
Pension Deficit Costs	-	-
Recruitment, Training and Travel	25,790	49,452
Temps and Agency Staff	-	10,981
	1,276,808	**1,298,758**

Details of employees who received total employee benefits (excluding employer pension costs) in excess of £60,000 are as follows:	2020 No.	2019 No.
£70,000 - £80,000	-	-
£80,000 - £90,000	1	1

The number of staff (full-time equivalent) during the year	2020 No.	2019 No.
Charitable Activities	20.6	21.9
Fundraising and publicity	2.7	3.0
Support	4.9	5.1
	28.2	**30.0**

	2020 No.	2019 No.
Average monthly number of staff	**32**	**33**

	2020 £	2019 £
Total employee benefits* of key management personnel	**97,008**	**99,669**

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

9 FIXED ASSETS	Fixtures, fittings and equipment	
	2020	2019
	£	£
Cost		
At 1 January 2020	115,229	65,645
Additions in year	1,650	49,584
At 31 December 2020	**116,879**	**115,229**
Depreciation		
At 1 January 2020	72,826	46,807
Charge for the year	16,491	26,019
At 31 December 2020	**89,317**	**72,826**
Net book values at 31 December 2020 & 2019	**27,562**	**42,403**

10 DEBTORS	2020	2019
	£	£
Trade debtors	11,000	30,482
Prepayments & other debtors	41,234	56,164
Accrued income	60,494	109,143
	112,728	**195,789**

11 CREDITORS: Amounts falling due within one year	2020	2019
	£	£
Trade creditors	23,733	25,735
Deferred Income	20,000	5,945
Accrued expenses	11,683	15,911
Payroll creditors	29,773	39,016
Other creditors	11,438	-
	96,627	**86,607**

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

Deferred income	2020
	£
Opening deferred income	5,945
Amounts deferred in the year	20,000
Released to income	(5,945)
	20,000

12 CREDITORS: Amounts falling due after one year	2020	2019
	£	£
Pension liability (refer to note 14)	6,111	7,916

13 OPERATING LEASE - MINIMUM LEASE PAYMENTS	2020 £	2019 £
Minimum lease payments due:		
Within 1 year	46,530	67,134
Between 2 and 5 years	129,267	25,567
Total minimum lease payments	**175,797**	**92,701**

14 CONTINGENT LIABILITIES

Website Services Agreement

In 2020 the charity entered into a website services agreement with a software provider to develop our website. The project will end in 2021 for which the charity is contracted to pay £12,500 on completion.

The Pension Trust – The Growth Plan

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

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

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

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

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

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

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

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

The estimated debt on withdrawal from the scheme is £55,521 (effective date September 2019).

15 CONTINGENT ASSETS - GRANT FUNDING	2020	2019
	£	£
Total grant funding awarded but not recognised as income as at 31 December 2020 & 2019	890,110	1,785,390

16 RELATED PARTIES TRANSACTIONS

No trustee received remuneration for their trusteeship in 2020 or 2019. There was no reimbursement of travel and subsistence to trustees in 2020. Travel and subsistence expenses of £73.60 were reimbursed to one trustee in 2019. Training fees of £400 were paid to Chantal Chang (trustee) in 2019 as permitted by the charity's governing document.

	2020	2019
	£	£
Unrestricted donations from related parties	15,885	22,232

17 TAXATION

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

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

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

18 FUNDS STATEMENT / Cont.

Comparative information for the movement in funds is as follows:

	01-Jan 2019 £	Income £	Expenditure £	31-Dec 2019 £
RESTRICTED FUNDS				
Improving Prospects	29,685	231,502	232,385	28,802
Leadership & Enterprise	148,293	94,166	182,826	59,633
Peaceful Prisons Project	43,107	-	43,107	-
Power Up!	36,533	57,464	41,879	52,118
Under Our Roof	78,033	226,490	168,514	136,009
Fear & Fashion	-	20,000	3,463	16,537
Expert Advice and Support Fund	-	31,104	31,104	-
Evaluation Capacity Fund	3,750	15,000	15,000	3,750
Co-production Support	14,863	20,000	17,091	17,772
Digital Development	2,001	-	2,001	-
Capacity Building Fund	-	15,000	3,750	11,250
Programmatic Support Fund	-	10,000	10,000	-
Total Restricted Funds	**356,265**	**720,726**	**751,120**	**325,871**
UNRESTRICTED FUNDS				
General fund	412,590	1,322,556	1,284,521	450,625
Total Unrestricted Funds	**412,590**	**1,322,556**	**1,284,521**	**450,625**
Total Project Funds	**768,855**	**2,043,282**	**2,035,641**	**776,496**

19 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

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

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

	2019 Unrestricted £	2019 Restricted £	2019 Total £
Fixed Assets			
Tangible fixed assets	42,403	-	42,403
Current Assets			
Stock	430	-	430
Debtors	151,634	44,155	195,789
Cash and bank	323,416	308,981	632,397
	475,480	353,136	828,616
Liabilities			
Creditors falling due within one year	59,342	27,265	86,607
Creditors falling due after one year	7,916	-	7,916
	67,258	27,265	94,523
Net assets	**450,625**	**325,871**	**776,496**

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2020

21 SUPPORTERS & DONORS

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

Everyone involved in all of Leap Confronting Conflict's projects would like to thank all those who have supported our work in 2020, including many individuals and the following organisations.

29th May 1961 Charitable Trust
Anonymous Donor Trust
Battersea Power Station Foundation
BBC Children in Need
Berkeley Foundation
Blagrave Trust
Bloomberg
CB & HH Taylor 1984 Trust
Charles Hayward Foundation
Chesterhill Charitable Trust
CHK Foundation
City Bridge Trust
Clothworkers' Foundation
Esmée Fairbairn Foundation
Expat Foundation
Fidelity Foundation UK
Home Office
J.E. Hawes Charitable Trust
John Armitage Charitable Trust
John Laing Charitable Trust
Kurt and Magda Stern Foundation
London Borough of Camden
London Quaker Service Trust
National Lottery Community Fund
Oliver Morland Trust
Paul Hamlyn Foundation
Porticus UK
Progress Foundation
Rayne Foundation
Sherborne in the Community
Stone Family Foundation
Tony & Sheelagh Williams Foundation
Treebeard Trust
Tuixen Foundation
Utley Foundation