

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

England & Wales · Charity number 1126724

Details

Other names THE MAD BUNCH UK LIMITED

Status Registered

Legal form Charitable company

Company number [06661556](#)

Registered 2008-11-14

Register [View on the Charity Commission register](#)

Contact

Address Foxburrow Cottage
Foxburrow Hill Road
Bramley
Guildford
Surrey
GU5 0BU

Phone 01483452622

Activities

Objects: = TO ADVANCE IN LIFE AND HELP YOUNG PEOPLE THROUGH THE PROVISION OF:(A) RECREATIONAL AND LEISURE-TIME ACTIVITIES PROVIDED IN THE INTEREST OF SOCIAL WELFARE, DESIGNED TO IMPROVE THEIR CONDITIONS OF LIFE; AND(B) SUPPORT AND ACTIVITIES WHICH DEVELOP THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS MATURE AND RESPONSIBLE INDIVIDUALS.= TO HELP YOUNG PEOPLE, ESPECIALLY BUT NOT EXCLUSIVELY THROUGH LEISURE-TIME ACTIVITIES, SO AS TO DEVELOP THEIR CAPABILITIES THAT THEY MAY GROW TO FULL MATURITY AS INDIVIDUALS AND MEMBERS OF SOCIETY. = TO ACT AS A RESOURCE FOR YOUNG PEOPLE UP TO THE AGE OF 25 LIVING IN SOUTH AFRICA BY PROVIDING ADVICE AND ASSISTANCE AND ORGANISING PROGRAMMES OF PHYSICAL, EDUCATIONAL AND OTHER ACTIVITIES AS A MEANS OF: (A) ADVANCING IN LIFE AND HELPING YOUNG PEOPLE BY DEVELOPING THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS INDEPENDENT, MATURE AND RESPONSIBLE INDIVIDUALS;(B) ADVANCING EDUCATION;(C) RELIEVING UNEMPLOYMENT; AND(D) PROVIDING RECREATIONAL AND LEISURE-TIME ACTIVITY IN THE INTERESTS OF SOCIAL WELFARE FOR PEOPLE LIVING IN THE AREA OF BENEFIT WHO HAVE NEED BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABILITY, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES WITH A VIEW TO IMPROVING THE CONDITIONS OF LIFE OF SUCH PERSONS.

Activities: The charity is engaged in the provision of funding for the education of academically talented but economically disadvantaged young people from South Africa. In order to achieve this objective the charity hosts an annual golf day and two charity auctions. During the period the charity made substantial donations towards the education of a number of students from impoverished backgrounds.

Classification

- **How:** Makes Grants To Organisations
- **What:** Education/training
- **Who:** Other Charities Or Voluntary Bodies

Geography

- **Area of benefit:** SOUTH AFRICA
- South Africa
- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£602,712	£516,015	£170,535	0
2023-12-31	£774,347	£775,632	£83,838	0
2022-12-31	£432,328	£493,393	-	-
2021-12-31	£19,278	£58,727	-	-
2020-12-31	£61,945	£40,921	-	-

Trustees

Name	Role	Appointed
DAVID WARD HACKETT	Chair	
DAVID JOHN GRISLEY		
JEREMY THOMPSON		2012-10-03

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

England & Wales - Charity number 1126724

Accounts

Company Registration No. 06661556 (England & Wales)
Charity No 1126724

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

(A Company Limited By Guarantee)

Trustees Report And Financial Statements

For The Year Ended 31 December 2024

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

REPORT AND FINANCIAL STATEMENTS

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MAKE A DIFFERENCE LEADERSHIP FOUNDATION

LEGAL AND ADMINISTRATIVE INFORMATION

Year ended 31 December 2024

LEGAL AND ADMINISTRATION INFORMATION

Registered charity number: 1126724

Company number: 06661556

Trustees

The trustees, who served during the year and up to the date of this report, were:

D Grisley

D Hackett

J Thompson

Company Secretary

Siobhan Hextall

Auditor

Moore (South) LLP
Suite 3, Second Floor
Friary Court
13-21 High Street
Guildford
Surrey
GU1 3DG

Registered office

Foxburrow Cottage
Foxburrow Hill Road
Bramley
Guildford
Surrey
GU5 0BU

Bank

Barclays Bank plc
1 Churchill Place
London
E14 5HP

HSBC UK Bank plc
London Bridge Branch
28 Borough High Street
Southwark
London
SE1 1YB

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

TRUSTEES' REPORT

Year ended 31 December 2024

The trustees, who are also directors of the company for the purposes of the Companies Act, are pleased to present their annual report together with the financial statements of the charity for the year ending 31 December 2024.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2019 (FRS 102)).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Make A Difference Leadership Foundation (MADLF) was incorporated on 31 July 2008 and is governed by its Memorandum and Articles of Association amended 23 October 2008. MADLF is a charitable company limited by guarantee and not having a share capital.

The day to day management of the charitable company is carried out by D Hackett, Trustee.

The charitable company is controlled by Make a Difference Leadership Foundation in South Africa.

RECRUITMENT AND APPOINTMENT OF TRUSTEES

The Board of trustees will seek to recruit new members to balance various skills required to manage the charity, as and when they feel it is necessary to do so.

TRUSTEE INDUCTION AND TRAINING

All new trustees are welcomed onto the board and spend time meeting the other members to understand the operations of the charity. Training is, by necessity, tailored to individual needs depending on the knowledge gaps and experience of the individual involved.

OBJECTIVES AND ACTIVITIES

The charity's objects are:

- To advance in life and help young people through the provision of:
 1. recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life, and
 2. support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.
- To help young people, especially but not exclusively through leisure-time activities, so as to develop their capabilities that they may grow to full maturity as individuals and members of society.
- To act as a resource for young people up to the age of 25 living in South Africa by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:
 1. advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
 2. advancing education;
 3. relieving unemployment, and
 4. providing recreational and leisure-time activities in the interest of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social economic circumstances with a view to improving the conditions of life of such persons.

The charity is principally engaged in the provision of funding for the education of academically talented but economically disadvantaged young people in South Africa. In order to achieve this objective, the charity hosts an annual golf day and charity auction.

The Trustees have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION
TRUSTEES' REPORT
Year ended 31 December 2024

ACHIEVEMENTS AND PERFORMANCE

The monies raised from the charitable activities and additional donations will be forwarded to Make A Difference Leadership Foundation in South Africa ("MAD SA") to assist the Foundation in achieving its goals. MAD SA offers South African youth from marginalised communities a comprehensive scholarship which covers all tuition fees and related costs involved with their high school and tertiary education. This costs approximately £7,000 per high school learner and £11,000 per tertiary student. MAD SA strives to secure at least 75% of the total funding for the duration of the scholar's academic career. This means that MAD SA has a significant amount of reserve funds held at any point in time, even more so as the number of scholars grow. As at 31 December 2024 there were 301 (2023 – 296) scholars in total supported by the programme in South Africa. Among them, 22 students successfully completed their tertiary studies and graduated from various universities across the country, while there were 22 graduates in 2023.

A grant was provided by Make a Difference Leadership Foundation, the grant provided for 1 (2023 – 1) high school learners and 17 (2023 – 16) tertiary students.

GRANT MAKING POLICY

The Trustees review the funds held annually and in partnership with MAD SA, determine an amount to be paid to MAD SA as grants to assist MAD SA to continue with its grant activities in South Africa.

FINANCIAL REVIEW

The golf day and charity auction took place during 2024. The charity raised £215,478 (2023 - £143,564) from the golf event and £180,849 (2023 - £181,110) from the charity auction. The charity received a further £206,835 (2023 - £449,673) from donations, gift aid and gifts in kind, giving a total amount raised in the year of £602,712 (2023 - £774,347). After costs of £516,015 (2023 - £775,632), including grants of £210,000 (2023 – £441,876) the charity made a surplus of £86,697 (2023 – loss of £1,285).

RESERVES POLICY

The charity plans to retain £75,000 in free reserves being the estimated cost of associated with deposits payable in respect of hosting the annual events. The Trustees believe that this amount is adequate to cover committed expenditure at any point in time. The Trustees review the level of this reserve regularly and will increase or decrease the amount of the reserve accordingly.

FUTURE PLANS

The trustees anticipate that they will continue to raise funds from their annual golf day and auctions to fund the activities of the charity in accordance with their objectives.

RISK MANAGEMENT

The trustees have assessed the major risks to which the Charity is exposed, and are satisfied that they have systems in place to manage them effectively. Specific risks to the charity are:

- The charity will only be successful in its fund raising activities if it can continue to draw on the goodwill of the attendees to its annual fund raising event(s). Should it not be able to draw on the support of these individuals and companies, it will be unable to fund its charitable activities;
- The Annual Golf Day is the flagship event for the Charity and the quality of the event must be maintained at its current high standard in order to continue to attract the high level of financial support from its attendees.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

TRUSTEES' REPORT

Year ended 31 December 2024

TRUSTEES RESPONSIBILITIES

The trustees (who are also directors of Make a Difference Leadership Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual 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 that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the 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.

This report has been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102. In preparing this report the trustees have taken advantage of the small companies exemptions provided by Section 415A of the Companies Act 2006.

Approved by the board of trustees and signed on their behalf.



D Hackett
Trustee

Date: 24th October 2025

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MAKE A DIFFERENCE LEADERSHIP FOUNDATION

We have audited the financial statements of Make a Difference Leadership Foundation (the 'charity') for the year ended 31 December 2024 which comprise Statement of Financial Activities, Balance Sheet, Cash flow 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 FRS 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 2024 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 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 audit 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)**

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 4, 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 charity'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 charity 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)**

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- The engagement partner selected staff for the audit who had sufficient experience and the required competence and skills in the not for profit sector to be able to identify or recognise non-compliance with laws and regulations.
- We assessed the risk of irregularities as part of our audit planning, and ongoing review, including due to fraud, management override was identified as a significant fraud risk from our assessment. This is due to the ability to bypass controls through inappropriate expenditure and accounting policies adopted.
- Some income received is restricted in its use and a significant risk was identified regarding the correct classification of income between restricted and unrestricted funds and that the expenditure against this income was in line with any specified restrictions.
- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered the most significant to be Companies Act 2006, Charities Act 2011, the Charity SORP, UK financial reporting standards as issued by the Financial Reporting Council and Gift Aid compliance. We considered how the company complies with these requirements by discussions with those charged with governance.
- We enquired of those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations. Consideration was also made of the internal controls in place to mitigate the significant risks.
- We assessed the control environment, documenting the systems, controls and processes adopted. The audit approach incorporated a combination of analytical and substantive procedures, involving tests of transactions and balances. Any irregularities noted were discussed with management and additional corroborative evidence was obtained as required.

In response to the risk of fraud due to management override we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify any unusual transactions;
- tested a sample of expenses in the year, confirming appropriate expenditure for the charitable company;
- reviewed transactions with related parties in particular transactions with entities with common ownership and Trustees; and;
- reviewed the disclosures in the financial statements to ensure they meet the requirements of the accounting standards and relevant legislation.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)**

In response to the classification of income and expenditure between restricted and unrestricted we:

- agreed a sample of income recorded in the nominal ledger to source documentation to ensure any restrictions were correctly identified;
- agreed a sample of expenditure per the nominal ledger to supporting documentation, confirming any restriction applied met the purpose for which the income was given; and
- reviewed the clients analysis of restricted funds for any misallocations of income or expenditure.

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Matthew Bather

Matthew Bather (Senior Statutory Auditor)
For and on behalf of Moore (South) LLP, Statutory Auditor

Suite 3, Second Floor
Friary Court
13-21 High Street
Guildford
Surrey
GU1 3DG

24th October 2025

MAKE A DIFFERENCE LEADERSHIP FOUNDATION
STATEMENT OF FINANCIAL ACTIVITIES
(including summary income and expenditure account)
for the year ended 31 December 2024

				31 December 2024	31 December 2023
		Unrestricted funds	Restricted funds	Total funds	Total funds
Notes	£	£	£	£	£
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	3	206,385	-	206,335	449,673
Charitable activities	4	215,478	-	215,478	143,564
Trading income	5	180,849	-	180,849	181,110
TOTAL INCOME		<u>602,712</u>	<u>-</u>	<u>602,712</u>	<u>774,347</u>
EXPENDITURE ON:					
Fundraising costs	6	292,755	-	292,755	317,561
Charitable activities	7	210,000	-	210,000	441,876
Other expenditure	8	13,260	-	13,260	16,195
TOTAL EXPENDITURE		<u>516,015</u>	<u>-</u>	<u>516,015</u>	<u>775,632</u>
NET OUTGOING EXPENDITURE		86,697		86,697	(1,285)
FUND BALANCES BROUGHT FORWARD FROM PRIOR YEAR		<u>73,838</u>	<u>10,000</u>	<u>83,838</u>	<u>85,123</u>
FUND BALANCES CARRIED FORWARD AT END OF YEAR	12	<u>160,535</u>	<u>10,000</u>	<u>170,535</u>	<u>83,838</u>

All transactions derive from continuing operations.

The company has no recognised gains or losses other than those included in the Statement of Financial Activities.

The notes on pages 12 to 18 form an integral part of these accounts.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

BALANCE SHEET
at 31 December 2024

		31 December 2024		31 December 2023	
	Note	£	£	£	£
CURRENT ASSETS					
Debtors	10	44,470		19,883	
Cash at bank and in hand		375,245		77,210	
		<u>419,715</u>		<u>97,093</u>	
CREDITORS: amounts falling due within one year					
	11	(249,180)		(13,255)	
NET ASSETS					
			<u>170,535</u>		<u>83,838</u>
THE FUNDS OF THE CHARITY					
Unrestricted funds	12	160,535		73,838	
Restricted funds	12	10,000		10,000	
TOTAL FUNDS					
			<u>170,535</u>		<u>83,838</u>

The financial statements were approved and authorised for issue by the Board on 24th October 2025.

Signed on behalf of the Board of Directors



D Hackett
Director

Company Number 06661556

The notes on pages 12 to 18 form an integral part of these accounts.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION
STATEMENT OF CHARITY CASH FLOW
Year ended 31 December 2024

	Note	31 December 2024		31 December 2023	
		£	£	£	£
Cash flows from operating activities					
Net cash provided by operating activities	16		298,035		(35,202)
Net cash provided by financing activities			<u>298,035</u>		<u>(35,202)</u>
Change in cash and cash equivalents in the reporting period			<u>298,035</u>		<u>(35,202)</u>
Cash and cash equivalents at the beginning of the reporting period			<u>77,210</u>		<u>112,412</u>
Cash and cash equivalents at the end of the reporting period			<u>375,245</u>		<u>77,210</u>
Cash at bank and in hand			<u>375,245</u>		<u>77,210</u>

The notes on pages 12 to 18 form an integral part of these accounts.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2024

1. ACCOUNTING POLICIES

a) Company status

The company is limited by guarantee and has no share capital. The company is incorporated in England & Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company. The address of the registered office is given on page 1 of these financial statements. The nature of the charity's operations and principal activities are explained in the Trustees Report.

b) Basis of preparation

The financial statements have been prepared in accordance the charity's governing document, the Companies Act 2006, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (Effective 1 January 2019).

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency and have been rounded to the nearest pound.

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

c) Going Concern

The accounts have been prepared on a going concern basis. The directors have sufficient funds to meet their obligations at the year end, and the Golf Day has been organised in 2025 to raise funds to support their objectives.

d) Income

Donations are accounted for when the charity is entitled to the donation.

Event income and income from auctions is accounted for when receivable.

e) Expenditure

Expenditure is recognised on an accruals basis and is inclusive of irrecoverable VAT.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Donations made by the charitable company are accounted for when either the recipient has a reasonable expectation that they will receive the donation and the trustees have agreed to pay the donation, without condition, or the recipient has a reasonable expectation that they will receive the donation and any condition attaching to the donation is outside the control of the charitable company.

Cost of raising funds includes those costs which are associated with raising funds for the charity, both in respect of donations and the cost of the annual golf day.

Other expenditure represents those items not falling into any other heading, and include all costs relating to the public accountability of the charity and its compliance with good practice.

f) Gifts in kind

Where the charity receives donated auction prizes, the trustees attempt to place a value on these to best reflect what the cost of acquiring this prize would otherwise be. This value is then shown within donations and costs of generating funds.

g) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2024

1. ACCOUNTING POLICIES (continued)

h) Cash at bank and in hand

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

i) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j) Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

k) Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

l) Funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purposes and are available as general funds.

Restricted funds are to be used for specific purposes as laid down by the donor. Unless specifically stated otherwise, the restriction is considered discharged when the expenditure has been incurred.

m) Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at fixed rates determined by the company based on ruling exchange rates. Exchange differences are taken into account in arriving at the net incoming resources and are accounted for in the Statement of Financial Activities.

2. JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

In assessing the inclusion of gifts provided to the charity as gifts in kind within these financial statements, the trustees have assessed the valuation of these gifts in kind through review of the costs of purchasing these items on the open market.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2024

3. SPONSORSHIP AND DONATIONS

			31 December 2024	31 December 2023
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Donations, pledges and sponsorship	148,717	-	148,717	310,430
Gift aid	19,505	-	19,505	62,500
Gifts in kind	38,163	-	38,163	76,743
	<u>206,385</u>	<u>-</u>	<u>206,385</u>	<u>449,673</u>

Restricted donations, pledges and sponsorship was £Nil in 2023.

4. CHARITABLE ACTIVITIES INCOME

			31 December 2024	31 December 2023
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Entry fees and accommodation	215,478	-	215,478	143,564
	<u>215,478</u>	<u>-</u>	<u>215,478</u>	<u>143,564</u>

There was no restricted charitable activities income in 2023.

5. TRADING INCOME

			31 December 2024	31 December 2023
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Auction proceeds	180,849	-	180,849	181,110
	<u>180,849</u>	<u>-</u>	<u>180,849</u>	<u>181,110</u>

There was no restricted trading income in 2023.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS
Year ended 31 December 2024

6. RAISING FUNDS

			31 December 2024	31 December 2023
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Course fees and event hire costs	168,643	-	168,643	166,027
Waived fees	38,921	-	38,921	11,000
Golf auction expenses	27,728	-	27,728	40,996
Gifts in kind	38,163	-	38,163	76,743
Travel costs	7,732	-	7,732	10,826
Courier costs	6,761	-	6,761	4,707
Exchange rate	(429)	-	(429)	(965)
IT expenses	232	-	232	-
Sundry costs	3,355	-	3,355	7,611
Bank charges	115	-	115	616
Bad debts in year/(recovered)	1,534	-	1,534	-
	<u>292,755</u>	<u>-</u>	<u>292,755</u>	<u>317,561</u>

There were no restricted costs of raising funds in 2023.

7. CHARITABLE ACTIVITIES

			31 December 2024	31 December 2023
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Donation to Institution	210,000	-	210,000	441,876
	<u>210,000</u>	<u>-</u>	<u>210,000</u>	<u>441,876</u>

During the year, in accordance with its objectives, the company made donations of £210,000 (2023 - £441,876) to MAD SA. The donations made included £Nil from restricted funds in 2024 (2023 - £Nil).

8. OTHER COSTS

			31 December 2024	31 December 2023
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Audit fee	11,610	-	11,610	11,275
Accountancy	1,650	-	1,650	1,980
Under accrued	-	-	-	2,940
	<u>13,260</u>	<u>-</u>	<u>13,260</u>	<u>16,195</u>

There were no restricted other costs in 2023.

The above costs represent the governance costs of the charity.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2024

9. EMPLOYEE INFORMATION

The directors received no emoluments.

Expenses totalling £600 were claimed in year relating to one trustee (2023: £nil).

The company had no employees in either year.

10. DEBTORS

	31 December 2024 £	31 December 2023 £
Other debtors	1,110	16,669
Prepayments and accrued income	43,360	-
Amounts owed by group	-	3,214
	<u>44,470</u>	<u>19,883</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 December 2024 £	31 December 2023 £
Amounts due to MAD SA	235,925	-
Accruals and deferred income	13,255	13,255
	<u>249,180</u>	<u>13,255</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

**NOTES TO THE ACCOUNTS
Year ended 31 December 2024**

12. FUNDS

At 31 December 2024, unrestricted and restricted funds are analysed as follows:

	At 1 January 2024 £	Incoming Resources £	Expenses £	At 31 December 2024 £
Unrestricted	73,838	602,712	(516,015)	160,535
Restricted				
Ambassador Award	10,000	-	-	10,000
	<u>83,838</u>	<u>602,712</u>	<u>(516,015)</u>	<u>170,535</u>

Funds for the year ended 31 December 2023

	At 1 January 2023 £	Incoming Resources £	Expenses £	At 31 December 2023 £
Unrestricted	75,123	774,347	(775,632)	73,838
Restricted				
Ambassador Award	10,000	-	-	10,000
	<u>85,123</u>	<u>774,347</u>	<u>(775,632)</u>	<u>83,838</u>

The restricted fund comprises:

- The Ambassador Award was a donation for a specific award to be provided.

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General funds £	Restricted funds £	Total funds £
Cash	365,245	10,000	375,245
Other current assets	44,470	-	44,470
Current liabilities	(249,180)	-	(249,180)
	<u>160,535</u>	<u>10,000</u>	<u>170,535</u>

Analysis of net assets between funds for the year ended 31 December 2023

	General funds £	Restricted funds £	Total funds £
Cash	67,210	10,000	77,210
Other current assets	19,883	-	19,883
Current liabilities	(13,255)	-	(13,255)
	<u>73,838</u>	<u>10,000</u>	<u>83,838</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2024

14. RELATED PARTY TRANSACTION

One of the Charity's trustees is also a director of Enstar (EU) Ltd. Make a Difference Leadership Foundation paid expenses totalling £Nil (2023 - £6,627) to the company in the year. No amounts were outstanding at the year end (2023 - £Nil).

Make a Difference Leadership Foundation collected monies totalling £Nil on behalf of MAD SA (2023 - £Nil) and MAD SA collected £14,405 (2023 - £21,500) on behalf of Make A Difference Leadership Foundation. In addition, MAD SA recharged costs of £43,544 (2023 - £35,615) in respect of the golf day and auction. At 31 December 2024 £235,925 was included in creditors (2023 - £3,214 was included in debtors).

There was no remuneration or expenses in relation to the trustees.

15. CONTROLLING PARTY

The charity is controlled by Make A Difference Leadership Foundation NPC with registration 2003/009386/08 (MAD SA), whose address is 43 Dean Street, Newlands, Cape Town, 7000.

16. RECONCILIATION OF CONSOLIDATED NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net surplus/(deficit) for the reporting period	86,697	(1,285)
Adjustments for:		
(Increase)/decrease in debtors	(24,587)	3,312
Increase/(decrease) in creditors	235,925	(37,229)
Net cash provided by operating activities	<u>298,035</u>	<u>(35,202)</u>

17. RECONCILIATION OF NET DEBT

	2024 £	2023 £
Cash at bank and in hand	<u>365,245</u>	<u>77,210</u>
Net debt at year end	<u>365,245</u>	<u>77,210</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

England & Wales - Charity number 1126724

Accounts

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

(A Company Limited By Guarantee)

Trustees Report And Financial Statements

For The Year Ended 31 December 2023

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

REPORT AND FINANCIAL STATEMENTS

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MAKE A DIFFERENCE LEADERSHIP FOUNDATION

LEGAL AND ADMINISTRATIVE INFORMATION

Year ended 31 December 2023

LEGAL AND ADMINISTRATION INFORMATION

Registered charity number: 1126724

Company number: 06661556

Trustees

The trustees, who served during the year and up to the date of this report, were:

D Grisley

D Hackett

J Thompson

Company Secretary

Siobhan Hextall

Auditor

Moore (South) LLP
Suite 3, Second Floor
Friary Court
13-21 High Street
Guildford
Surrey
GU1 3DG

Registered office

Foxburrow Cottage
Foxburrow Hill Road
Bramley
Guildford
Surrey
GU5 0BU

Bank

Barclays Bank plc
1 Churchill Place
London
E14 5HP

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

TRUSTEES' REPORT

Year ended 31 December 2023

The trustees, who are also directors of the company for the purposes of the Companies Act, are pleased to present their annual report together with the financial statements of the charity for the year ending 31 December 2023.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2019 (FRS 102)).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Make A Difference Leadership Foundation (MADLF) was incorporated on 31 July 2008 and is governed by its Memorandum and Articles of Association amended 23 October 2008. MADLF is a charitable company limited by guarantee and not having a share capital.

The day to day management of the charitable company is carried out by D Hackett, Trustee.

The charitable company is controlled by Make a Difference Leadership Foundation in South Africa.

RECRUITMENT AND APPOINTMENT OF TRUSTEES

The Board of trustees will seek to recruit new members to balance various skills required to manage the charity, as and when they feel it is necessary to do so.

TRUSTEE INDUCTION AND TRAINING

All new trustees are welcomed onto the board and spend time meeting the other members to understand the operations of the charity. Training is, by necessity, tailored to individual needs depending on the knowledge gaps and experience of the individual involved.

OBJECTIVES AND ACTIVITIES

The charity's objects are:

- To advance in life and help young people through the provision of:
 1. recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life, and
 2. support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.
- To help young people, especially but not exclusively through leisure-time activities, so as to develop their capabilities that they may grow to full maturity as individuals and members of society.
- To act as a resource for young people up to the age of 25 living in South Africa by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:
 1. advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
 2. advancing education;
 3. relieving unemployment, and
 4. providing recreational and leisure-time activities in the interest of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social economic circumstances with a view to improving the conditions of life of such persons.

The charity is principally engaged in the provision of funding for the education of academically talented but economically disadvantaged young people in South Africa. In order to achieve this objective, the charity hosts an annual golf day and charity auction.

The Trustees have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

TRUSTEES' REPORT

Year ended 31 December 2023

ACHIEVEMENTS AND PERFORMANCE

The monies raised from the charitable activities and additional donations will be forwarded to Make A Difference Leadership Foundation in South Africa ("MAD SA") to assist the Foundation in achieving its goals. MAD SA offers South African youth from marginalised communities a comprehensive scholarship which covers all tuition fees and related costs involved with their high school and tertiary education. This costs approximately £7,000 per high school learner and £11,000 per tertiary student. MAD SA strives to secure at least 75% of the total funding for the duration of the scholar's academic career. This means that MAD SA has a significant amount of reserve funds held at any point in time, even more so as the number of scholars grow. As at 31 December 2023 there were 296 (2022 – 278) scholars in total supported by the programme in South Africa. Among them, 22 students successfully completed their tertiary studies and graduated from various universities across the country, while there were 27 graduates in 2022.

A grant was provided by Make a Difference Leadership Foundation, the grant provided for 1 (2022 – 21) high school learners and 16 (2022 – 12) tertiary students.

GRANT MAKING POLICY

The Trustees review the funds held annually and in partnership with MAD SA, determine an amount to be paid to MAD SA as grants to assist MAD SA to continue with its grant activities in South Africa.

FINANCIAL REVIEW

The golf day and charity auction took place during 2023. The charity raised £143,564 (2022 - £84,120) from the golf event and £181,110 (2022 - £183,880) from the charity auction. The charity received a further £449,673 (2022 - £164,328) from donations, gift aid and gifts in kind, giving a total amount raised in the year of £774,347 (2022 - £432,328). After costs of £775,632 (2022 - £493,393), including grants of £441,876 (2022 - 282,311) the charity made a loss of £1,285 (2022 - £61,065).

RESERVES POLICY

The charity plans to retain £75,000 in free reserves being the estimated cost of associated with deposits payable in respect of hosting the annual events. The Trustees believe that this amount is adequate to cover committed expenditure at any point in time. The Trustees review the level of this reserve regularly and will increase or decrease the amount of the reserve accordingly.

FUTURE PLANS

The trustees anticipate that they will continue to raise funds from their annual golf day and auctions to fund the activities of the charity in accordance with their objectives.

RISK MANAGEMENT

The trustees have assessed the major risks to which the Charity is exposed, and are satisfied that they have systems in place to manage them effectively. Specific risks to the charity are:

- The charity will only be successful in its fund raising activities if it can continue to draw on the goodwill of the attendees to its annual fund raising event(s). Should it not be able to draw on the support of these individuals and companies, it will be unable to fund its charitable activities;
- The Annual Golf Day is the flagship event for the Charity and the quality of the event must be maintained at its current high standard in order to continue to attract the high level of financial support from its attendees.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

TRUSTEES' REPORT

Year ended 31 December 2023

TRUSTEES RESPONSIBILITIES

The trustees (who are also directors of Make a Difference Leadership Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual 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 that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the 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.

This report has been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102. In preparing this report the trustees have taken advantage of the small companies exemptions provided by Section 415A of the Companies Act 2006.

Approved by the board of trustees and signed on their behalf.



D Hackett
Trustee



Date:

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MAKE A DIFFERENCE LEADERSHIP FOUNDATION

We have audited the financial statements of Make a Difference Leadership Foundation (the 'charity') for the year ended 31 December 2023 which comprise Statement of Financial Activities, Balance Sheet, Cash flow 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 FRS 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 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 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 audit 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)**

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 4, 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 charity'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 charity 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)**

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- The engagement partner selected staff for the audit who had sufficient experience and the required competence and skills in the not for profit sector to be able to identify or recognise non-compliance with laws and regulations.
- We assessed the risk of irregularities as part of our audit planning, and ongoing review, including due to fraud, management override was identified as a significant fraud risk from our assessment. This is due to the ability to bypass controls through inappropriate expenditure and accounting policies adopted.
- Some income received is restricted in its use and a significant risk was identified regarding the correct classification of income between restricted and unrestricted funds and that the expenditure against this income was in line with any specified restrictions.
- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered the most significant to be Companies Act 2006, Charities Act 2011, the Charity SORP, UK financial reporting standards as issued by the Financial Reporting Council and Gift Aid compliance. We considered how the company complies with these requirements by discussions with those charged with governance.
- We enquired of those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations. Consideration was also made of the internal controls in place to mitigate the significant risks.
- We assessed the control environment, documenting the systems, controls and processes adopted. The audit approach incorporated a combination of analytical and substantive procedures, involving tests of transactions and balances. Any irregularities noted were discussed with management and additional corroborative evidence was obtained as required.

In response to the risk of fraud due to management override we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify any unusual transactions;
- tested a sample of expenses in the year, confirming appropriate expenditure for the charitable company;
- reviewed transactions with related parties in particular transactions with entities with common ownership and Trustees; and;
- reviewed the disclosures in the financial statements to ensure they meet the requirements of the accounting standards and relevant legislation.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)**

In response to the classification of income and expenditure between restricted and unrestricted we:

- agreed a sample of income recorded in the nominal ledger to source documentation to ensure any restrictions were correctly identified;
- agreed a sample of expenditure per the nominal ledger to supporting documentation, confirming any restriction applied met the purpose for which the income was given; and
- reviewed the clients analysis of restricted funds for any misallocations of income or expenditure.

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Matthew Bather (Senior Statutory Auditor)
For and on behalf of Moore (South) LLP, Statutory Auditor

Suite 3, Second Floor
Friary Court
13-21 High Street
Guildford
Surrey
GU1 3DG

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES
(including summary income and expenditure account)
for the year ended 31 December 2023

		31 December		31 December
		Unrestricted	Restricted	2023
		funds	funds	2022
		Total funds		Total funds
Notes	£	£	£	£
INCOME AND ENDOWMENTS FROM:				
Donations and legacies	3	449,673	-	449,673
Charitable activities	4	143,564	-	143,564
Trading income	5	181,110		181,110
TOTAL INCOME		<u>774,347</u>	<u>-</u>	<u>774,347</u>
EXPENDITURE ON:				
Fundraising costs	6	317,561	-	317,561
Charitable activities	7	441,876	-	441,876
Other expenditure	8	16,195	-	16,195
TOTAL EXPENDITURE		<u>775,632</u>	<u>-</u>	<u>775,632</u>
NET OUTGOING EXPENDITURE		(1,285)	-	(1,285)
FUND BALANCES BROUGHT FORWARD FROM PRIOR YEAR		<u>75,123</u>	<u>10,000</u>	<u>85,123</u>
FUND BALANCES CARRIED FORWARD AT END OF YEAR	12	<u>73,838</u>	<u>10,000</u>	<u>83,838</u>

All transactions derive from continuing operations.

The company has no recognised gains or losses other than those included in the Statement of Financial Activities.

The notes on pages 12 to 18 form an integral part of these accounts.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

**BALANCE SHEET
at 31 December 2023**

	Note	31 December 2023		31 December 2022	
		£	£	£	£
CURRENT ASSETS					
Debtors	10	19,883		23,195	
Cash at bank and in hand		77,210		112,412	
		<u>97,093</u>		<u>135,607</u>	
CREDITORS: amounts falling due within one year					
	11	<u>(13,255)</u>		<u>(50,484)</u>	
NET ASSETS			<u>83,838</u>		<u>85,123</u>
THE FUNDS OF THE CHARITY					
Unrestricted funds	12		73,838		75,123
Restricted funds	12		<u>10,000</u>		<u>10,000</u>
TOTAL FUNDS			<u>83,838</u>		<u>85,123</u>

The financial statements were approved and authorised for issue by the Board on

Signed on behalf of the Board of Directors



D Hackett
Director

Company Number 06661556

The notes on pages 12 to 18 form an integral part of these accounts.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

STATEMENT OF CHARITY CASH FLOW

Year ended 31 December 2023

	Note	31 December 2023		31 December 2022	
		£	£	£	£
Cash flows from operating activities					
Net cash provided by operating activities	16		<u>(35,202)</u>		<u>(13,934)</u>
Net cash provided by financing activities			<u>(35,202)</u>		<u>(13,934)</u>
Change in cash and cash equivalents in the reporting period			<u>(35,202)</u>		<u>(13,934)</u>
Cash and cash equivalents at the beginning of the reporting period			<u>112,412</u>		<u>126,346</u>
Cash and cash equivalents at the end of the reporting period			<u>(35,202)</u>		<u>(13,934)</u>
Cast at bank and in hand			<u>77,210</u>		<u>112,412</u>

The notes on pages 12 to 18 form an integral part of these accounts.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2023

1. ACCOUNTING POLICIES

a) Company status

The company is limited by guarantee and has no share capital. The company is incorporated in England & Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company. The address of the registered office is given on page 1 of these financial statements. The nature of the charity's operations and principal activities are explained in the Trustees Report.

b) Basis of preparation

The financial statements have been prepared in accordance the charity's governing document, the Companies Act 2006, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (Effective 1 January 2019).

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency and have been rounded to the nearest pound.

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

c) Going Concern

The accounts have been prepared on a going concern basis. The directors have sufficient funds to meet their obligations at the year end, and the Golf Day will be organised in 2024 to raise funds to support their objectives.

d) Income

Donations are accounted for when the charity is entitled to the donation.

Event income and income from auctions is accounted for when receivable.

e) Expenditure

Expenditure is recognised on an accruals basis and is inclusive of irrecoverable VAT.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Donations made by the charitable company are accounted for when either the recipient has a reasonable expectation that they will receive the donation and the trustees have agreed to pay the donation, without condition, or the recipient has a reasonable expectation that they will receive the donation and any condition attaching to the donation is outside the control of the charitable company.

Cost of raising funds includes those costs which are associated with raising funds for the charity, both in respect of donations and the cost of the annual golf day.

Other expenditure represents those items not falling into any other heading, and include all costs relating to the public accountability of the charity and its compliance with good practice.

f) Gifts in kind

Where the charity receives donated auction prizes, the trustees attempt to place a value on these to best reflect what the cost of acquiring this prize would otherwise be. This value is then shown within donations and costs of generating funds.

g) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2023

1. ACCOUNTING POLICIES (continued)

h) Cash at bank and in hand

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

i) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j) Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

k) Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

l) Funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purposes and are available as general funds.

Restricted funds are to be used for specific purposes as laid down by the donor. Unless specifically stated otherwise, the restriction is considered discharged when the expenditure has been incurred.

m) Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at fixed rates determined by the company based on ruling exchange rates. Exchange differences are taken into account in arriving at the net incoming resources and are accounted for in the Statement of Financial Activities.

2. JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

In assessing the inclusion of gifts provided to the charity as gifts in kind within these financial statements, the trustees have assessed the valuation of these gifts in kind through review of the costs of purchasing these items on the open market.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2023

3. SPONSORSHIP AND DONATIONS

			31 December 2023	31 December 2022
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Donations, pledges and sponsorship	310,430	-	310,430	78,891
Gift aid	62,500	-	62,500	18,196
Gifts in kind	76,743	-	76,743	67,241
	<u>449,673</u>	<u>-</u>	<u>449,673</u>	<u>164,328</u>

Restricted donations, pledges and sponsorship was £Nil in 2022.

4. CHARITABLE ACTIVITIES INCOME

			31 December 2023	31 December 2022
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Entry fees and accommodation	<u>143,564</u>	<u>-</u>	<u>143,564</u>	<u>84,120</u>

There was no restricted charitable activities income in 2022.

5. TRADING INCOME

			31 December 2023	31 December 2022
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Auction proceeds	<u>181,110</u>	<u>-</u>	<u>181,110</u>	<u>183,880</u>

There was no restricted trading income in 2022.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2023

6. RAISING FUNDS

			31 December 2023	31 December 2022
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Course fees and event hire costs	166,027	-	166,027	96,052
Waived fees	11,000	-	11,000	-
Golf auction expenses	40,996	-	40,996	21,468
Gifts in kind	76,743	-	76,743	67,241
Travel costs	10,826	-	10,826	5,530
Courier costs	4,707	-	4,707	7,333
Exchange rate	(965)	-	(965)	(70)
IT expenses	-	-	-	363
Sundry costs	7,611	-	7,611	2,225
Bank charges	616	-	616	778
Bad debts in year/(recovered)	-	-	-	440
	<u>317,561</u>	<u>-</u>	<u>317,561</u>	<u>201,360</u>

There were no restricted costs of raising funds in 2022.

7. CHARITABLE ACTIVITIES

			31 December 2023	31 December 2022
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Donation to Institution	441,876	-	441,876	282,331
	<u>441,876</u>	<u>-</u>	<u>441,876</u>	<u>282,331</u>

During the year, in accordance with its objectives, the company made donations of £441,876 (2022 - £282,331) to MAD SA. The donations made included £Nil from restricted funds in 2023 (2022 - £Nil).

8. OTHER COSTS

			31 December 2023	31 December 2022
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Audit fee	11,275	-	11,275	8,130
Accountancy	1,980	-	1,980	1,560
Under accrued 2022/2021	2,940	-	2,940	12
	<u>16,195</u>	<u>-</u>	<u>16,195</u>	<u>9,702</u>

There were no restricted other costs in 2022.

The above costs represent the governance costs of the charity.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2023

9. EMPLOYEE INFORMATION

The directors received no emoluments.

There were no reimbursed expenses claimed by trustees from the company in either year.

The company had no employees in either year.

10. DEBTORS

	31 December 2023 £	31 December 2022 £
Other debtors	16,669	5,000
Prepayments and accrued income	-	18,195
Amounts owed by group	3,214	-
	<u>19,883</u>	<u>23,195</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 December 2023 £	31 December 2022 £
Amounts due to MAD SA	-	40,794
Accruals and deferred income	13,255	9,690
	<u>13,255</u>	<u>50,484</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2023

12. FUNDS

At 31 December 2023, unrestricted and restricted funds are analysed as follows:

	At 1 January 2023 £	Incoming Resources £	Expenses £	At 31 December 2023 £
Unrestricted	75,123	774,347	(775,632)	73,838
Restricted				
Ambassador Award	10,000	-	-	10,000
	<u>85,123</u>	<u>774,347</u>	<u>(775,632)</u>	<u>83,838</u>

Funds for the year ended 31 December 2022

	At 1 January 2022 £	Incoming Resources £	Expenses £	At 31 December 2022 £
Unrestricted	136,188	432,328	(493,393)	75,123
Restricted				
Ambassador Award	10,000	-	-	10,000
	<u>146,188</u>	<u>432,328</u>	<u>(493,393)</u>	<u>85,123</u>

The restricted fund comprises:

- The Ambassador Award was a donation for a specific award to be provided.

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General funds £	Restricted funds £	Total funds £
Cash	67,210	10,000	77,210
Other current assets	19,883	-	19,883
Current liabilities	(13,255)	-	(13,255)
	<u>73,838</u>	<u>10,000</u>	<u>83,838</u>

Analysis of net assets between funds for the year ended 31 December 2022

	General funds £	Restricted funds £	Total funds £
Cash	102,412	10,000	112,412
Other current assets	23,195	-	23,195
Current liabilities	(50,484)	-	(50,484)
	<u>75,123</u>	<u>10,000</u>	<u>85,123</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2023

14. RELATED PARTY TRANSACTION

One of the Charity's trustees is also a director of Enstar (EU) Ltd. Make a Difference Leadership Foundation paid expenses totalling £6,627 (2022 - £Nil) to the company in the year. No amounts were outstanding at the year end (2022 - £Nil).

Make a Difference Leadership Foundation collected monies totalling £Nil on behalf of MAD SA (2022 - £4,994) and MAD SA collected £21,500 (2022 - £325) on behalf of Make A Difference Leadership Foundation. In addition, MAD SA recharged costs of £35,615 (2022 - £40,794) in respect of the golf day and auction. At 31 December 2023 £3,214 was included in debtors (2022 - £40,794 was included in creditors).

There was no remuneration or expenses in relation to the trustees.

15. CONTROLLING PARTY

The charity is controlled by Make A Difference Leadership Foundation NPC with registration 2003/009386/08 (MAD SA), whose address is 43 Dean Street, Newlands, Cape Town, 7000.

16. RECONCILIATION OF CONSOLIDATED NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net (deficit) for the reporting period	(1,285)	(61,065)
Adjustments for:		
Decrease in debtors	3,312	17,086
(Decrease)/increase in creditors	(37,229)	30,045
Net cash provided by operating activities	<u>(35,202)</u>	<u>(13,934)</u>

17. RECONCILIATION OF NET DEBT

	2023 £	2022 £
Cash at bank and in hand	77,210	112,412
Net debt at year end	<u>77,210</u>	<u>112,412</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

England & Wales - Charity number 1126724

Accounts

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

(A Company Limited By Guarantee)

Trustees Report And Financial Statements

For The Year Ended 31 December 2022

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

REPORT AND FINANCIAL STATEMENTS

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MAKE A DIFFERENCE LEADERSHIP FOUNDATION

LEGAL AND ADMINISTRATIVE INFORMATION

Year ended 31 December 2022

LEGAL AND ADMINISTRATION INFORMATION

Registered charity number: 1126724

Company number: 06661556

Trustees

The trustees, who served during the year and up to the date of this report, were:

D Grisley

D Hackett

J Thompson

Company Secretary

Siobhan Hextall

Auditor

Moore (South) LLP

Priory House

Pilgrims Court

Sydenham Road

Guildford

Surrey

GU1 3RX

Registered office

Foxburrow Cottage

Foxburrow Hill Road

Bramley

Guildford

Surrey

GU5 0BU

Bank

Barclays Bank plc

1 Churchill Place

London

E14 5HP

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

TRUSTEES' REPORT

Year ended 31 December 2022

The trustees, who are also directors of the company for the purposes of the Companies Act, are pleased to present their annual report together with the financial statements of the charity for the year ending 31 December 2022.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2019 (FRS 102)).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Make A Difference Leadership Foundation (MADLF) was incorporated on 31 July 2008 and is governed by its Memorandum and Articles of Association amended 23 October 2008. MADLF is a charitable company limited by guarantee and not having a share capital.

The day to day management of the charitable company is carried out by D Hackett, Trustee.

The charitable company is controlled by Make a Difference Leadership Foundation in South Africa.

RECRUITMENT AND APPOINTMENT OF TRUSTEES

The Board of trustees will seek to recruit new members to balance various skills required to manage the charity, as and when they feel it is necessary to do so.

TRUSTEE INDUCTION AND TRAINING

All new trustees are welcomed onto the board and spend time meeting the other members to understand the operations of the charity. Training is, by necessity, tailored to individual needs depending on the knowledge gaps and experience of the individual involved.

OBJECTIVES AND ACTIVITIES

The charity's objects are:

- To advance in life and help young people through the provision of:
 1. recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life, and
 2. support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.
- To help young people, especially but not exclusively through leisure-time activities, so as to develop their capabilities that they may grow to full maturity as individuals and members of society.
- To act as a resource for young people up to the age of 25 living in South Africa by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:
 1. advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
 2. advancing education;
 3. relieving unemployment, and
 4. providing recreational and leisure-time activities in the interest of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social economic circumstances with a view to improving the conditions of life of such persons.

The charity is principally engaged in the provision of funding for the education of academically talented but economically disadvantaged young people in South Africa. In order to achieve this objective, the charity hosts an annual golf day and charity auction.

The Trustees have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

TRUSTEES' REPORT

Year ended 31 December 2022

ACHIEVEMENTS AND PERFORMANCE

The monies raised from the charitable activities and additional donations will be forwarded to Make A Difference Leadership Foundation in South Africa ("MAD SA") to assist the Foundation in achieving its goals. MAD SA offers South African youth a comprehensive scholarship which covers all tuition fees and related costs involved with their high school and tertiary education. This costs approximately £9,000 per high school learner and £15,000 per tertiary student. MAD SA strives to secure at least 75% of the total funding for the duration of the scholar's academic career. This means that MAD SA has a significant amount of reserve funds held at any point in time, even more so as the number of scholars grow. As at 31 December 2022 there were 278 (2021 – 287) scholars in total supported by the programme in South Africa. Among them, 27 students successfully completed their tertiary studies and graduated from various universities across the country, while there were 37 graduates in 2021.

A grant was provided by Make a Difference Leadership Foundation, the grant provided for 21 (2021 – 4) high school learners and 12 (2021 – 4) tertiary students.

In addition, a separate restricted grant of £nil (2021 – £5,659) was made to cover the cost of one scholar's year at university in the UK studying for a Masters degree. This grant covered tuition, accommodation and living allowance.

GRANT MAKING POLICY

The Trustees review the funds held annually and in partnership with MAD SA, determine an amount to be paid to MAD SA as grants to assist MAD SA to continue with its grant activities in South Africa.

FINANCIAL REVIEW

The golf day took place during 2022 due to the easing of COVID restrictions, because of this the charity received fundraising for the event. The charity raised £268,000 (2021: £nil) in the financial year from charitable activities and received a further £164,328 (2021: £19,278) from donations, giving a total amount raised in the year of £432,328 (2021: £19,278). After costs of £493,393 (2021: £58,727), including a grant of £282,311 (2021: £49,792) the charity made a loss of £61,065 (2021: £39,449).

RESERVES POLICY

The charity plans to retain £75,000 in free reserves being the estimated cost of associated with deposits payable in respect of hosting the annual events. The Trustees believe that this amount is adequate to cover committed expenditure at any point in time. The Trustees review the level of this reserve regularly and will increase or decrease the amount of the reserve accordingly.

FUTURE PLANS

The trustees anticipate that they will continue to raise funds from their annual golf day and auctions to fund the activities of the charity in accordance with their objectives.

RISK MANAGEMENT

The trustees have assessed the major risks to which the Charity is exposed, and are satisfied that they have systems in place to manage them effectively. Specific risks to the charity are:

- The charity will only be successful in its fund raising activities if it can continue to draw on the goodwill of the attendees to its annual fund raising event(s). Should it not be able to draw on the support of these individuals and companies, it will be unable to fund its charitable activities;
- The Annual Golf Day is the flagship event for the Charity and the quality of the event must be maintained at its current high standard in order to continue to attract the high level of financial support from its attendees.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

TRUSTEES' REPORT

Year ended 31 December 2022

TRUSTEES RESPONSIBILITIES

The trustees (who are also directors of Make a Difference Leadership Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual 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 that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the 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.

This report has been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102. . In preparing this report the trustees have taken advantage of the small companies exemptions provided by Section 415A of the Companies Act 2006.

Approved by the board of trustees and signed on their behalf.

D Hackett
Trustee



26 Sept 2023
Date:

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MAKE A DIFFERENCE LEADERSHIP FOUNDATION

We have audited the financial statements of Make a Difference Leadership Foundation (the 'charity') for the year ended 31 December 2022 which comprise Statement of Financial Activities, Balance Sheet, Cash flow 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 FRS 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 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 audit 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)**

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 4, 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 charity'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 charity 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)**

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- The engagement partner selected staff for the audit who had sufficient experience and the required competence and skills in the not for profit sector to be able to identify or recognise non-compliance with laws and regulations.
- We assessed the risk of irregularities as part of our audit planning, and ongoing review, including due to fraud, management override was identified as a significant fraud risk from our assessment. This is due to the ability to bypass controls through inappropriate expenditure and accounting policies adopted.
- Some income received is restricted in its use and a significant risk was identified regarding the correct classification of income between restricted and unrestricted funds and that the expenditure against this income was in line with any specified restrictions.
- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered the most significant to be Companies Act 2006, Charities Act 2011, the Charity SORP, UK financial reporting standards as issued by the Financial Reporting Council and Gift Aid compliance. We considered how the company complies with these requirements by discussions with those charged with governance.
- We enquired of those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations. Consideration was also made of the internal controls in place to mitigate the significant risks.
- We assessed the control environment, documenting the systems, controls and processes adopted. The audit approach incorporated a combination of analytical and substantive procedures, involving tests of transactions and balances. Any irregularities noted were discussed with management and additional corroborative evidence was obtained as required.

In response to the risk of fraud due to management override we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify any unusual transactions;
- tested a sample of expenses in the year, confirming appropriate expenditure for the charitable company;
- reviewed transactions with related parties in particular transactions with entities with common ownership and Trustees; and;
- reviewed the disclosures in the financial statements to ensure they meet the requirements of the accounting standards and relevant legislation.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)**

In response to the classification of income and expenditure between restricted and unrestricted we:

- agreed a sample of income recorded in the nominal ledger to source documentation to ensure any restrictions were correctly identified;
- agreed a sample of expenditure per the nominal ledger to supporting documentation, confirming any restriction applied met the purpose for which the income was given; and
- reviewed the clients analysis of restricted funds for any misallocations of income or expenditure.

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Danielle Griffin (Senior Statutory Auditor)
For and on behalf of Moore (South) LLP, Statutory Auditor

Priory House
Pilgrims Court
Sydenham Road
Guildford
Surrey
GU1 3RX

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

**STATEMENT OF FINANCIAL ACTIVITIES
(including summary income and expenditure account)
for the year ended 31 December 2022**

		31 December		31 December
		Unrestricted	Restricted	2022
		funds	funds	Total funds
	Notes	£	£	£
				Total funds
				£
INCOME AND ENDOWMENTS FROM:				
Donations and legacies	3	164,328	-	164,328
Charitable activities	4	84,120	-	84,120
Trading income	5	183,880		183,880
TOTAL INCOME		<u>432,328</u>	<u>-</u>	<u>432,328</u>
EXPENDITURE ON:				
Fundraising costs	6	201,360	-	201,360
Charitable activities	7	282,331	-	282,331
Other expenditure	8	9,702	-	9,702
TOTAL EXPENDITURE		<u>493,393</u>	<u>-</u>	<u>493,393</u>
NET OUTGOING EXPENDITURE		(61,065)	-	(61,065)
FUND BALANCES BROUGHT FORWARD FROM PRIOR YEAR		<u>136,188</u>	<u>10,000</u>	<u>146,188</u>
FUND BALANCES CARRIED FORWARD AT END OF YEAR	12	<u>75,123</u>	<u>10,000</u>	<u>85,123</u>
				<u>146,188</u>

All transactions derive from continuing operations.

The company has no recognised gains or losses other than those included in the Statement of Financial Activities.

The notes on pages 12 to 18 form an integral part of these accounts.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

**BALANCE SHEET
at 31 December 2022**

	Note	31 December 2022 £	£	31 December 2021 £	£
CURRENT ASSETS					
Debtors	10	23,195		40,281	
Cash at bank and in hand		112,412		126,346	
		<u>135,607</u>		<u>166,627</u>	
CREDITORS: amounts falling due within one year					
	11	<u>(50,484)</u>		<u>(20,439)</u>	
NET ASSETS			<u>85,123</u>		<u>146,188</u>
THE FUNDS OF THE CHARITY					
Unrestricted funds	12		75,123		136,188
Restricted funds	12		10,000		10,000
TOTAL FUNDS			<u>85,123</u>		<u>146,188</u>

The financial statements were approved and authorised for issue by the Board on *26 September 2023*

Signed on behalf of the Board of Directors



D Hackett
Director

Company Number 06661556

The notes on pages 12 to 18 form an integral part of these accounts.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

STATEMENT OF CHARITY CASH FLOW

Year ended 31 December 2022

	Note	31 December 2022		31 December 2021	
		£	£	£	£
Cash flows from operating activities					
Net cash provided by operating activities	17		<u>(13,934)</u>		<u>14,432</u>
Net cash provided by financing activities			<u>(13,934)</u>		<u>14,432</u>
Change in cash and cash equivalents in the reporting period			<u>(13,934)</u>		<u>14,432</u>
Cash and cash equivalents at the beginning of the reporting period			<u>126,346</u>		<u>111,914</u>
Cash and cash equivalents at the end of the reporting period			<u>(13,934)</u>		<u>14,432</u>
Cast at bank and in hand			<u>112,412</u>		<u>126,346</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2022

1. ACCOUNTING POLICIES

a) Company status

The company is limited by guarantee and has no share capital. The company is incorporated in England & Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company. The address of the registered office is given on page 1 of these financial statements. The nature of the charity's operations and principal activities are explained in the Trustees Report.

b) Basis of preparation

The financial statements have been prepared in accordance the charity's governing document, the Companies Act 2006, FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (Effective 1 January 2019).

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency and have been rounded to the nearest pound.

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

c) Going Concern

The accounts have been prepared on a going concern basis. The directors have sufficient funds to meet their obligations at the year end, and the Golf Day will be organised in 2023 to raise funds to support their objectives.

d) Income

Donations are accounted for when the charity is entitled to the donation.

Event income and income from auctions is accounted for when receivable.

e) Expenditure

Expenditure is recognised on an accruals basis and is inclusive of irrecoverable VAT.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Donations made by the charitable company are accounted for when either the recipient has a reasonable expectation that they will receive the donation and the trustees have agreed to pay the donation, without condition, or the recipient has a reasonable expectation that they will receive the donation and any condition attaching to the donation is outside the control of the charitable company.

Cost of raising funds includes those costs which are associated with raising funds for the charity, both in respect of donations and the cost of the annual golf day.

Other expenditure represents those items not falling into any other heading, and include all costs relating to the public accountability of the charity and its compliance with good practice.

f) Gifts in kind

Where the charity receives donated auction prizes, the trustees attempt to place a value on these to best reflect what the cost of acquiring this prize would otherwise be. This value is then shown within donations and costs of generating funds.

g) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2022

1. ACCOUNTING POLICIES (continued)

h) Cash at bank and in hand

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

i) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j) Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

k) Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

l) Funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purposes and are available as general funds.

Restricted funds are to be used for specific purposes as laid down by the donor. Unless specifically stated otherwise, the restriction is considered discharged when the expenditure has been incurred.

m) Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at fixed rates determined by the company based on ruling exchange rates. Exchange differences are taken into account in arriving at the net incoming resources and are accounted for in the Statement of Financial Activities.

2. JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

In assessing the inclusion of gifts provided to the charity as gifts in kind within these financial statements, the trustees have assessed the valuation of these gifts in kind through review of the costs of purchasing these items on the open market.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2022

3. SPONSORSHIP AND DONATIONS

			31 December 2022	31 December 2021
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Donations, pledges and sponsorship	78,891	-	78,891	19,278
Gift aid	18,196	-	18,196	-
Gifts in kind	67,241	-	67,241	-
	<u>164,328</u>	<u>-</u>	<u>164,328</u>	<u>19,278</u>

Restricted donations, pledges and sponsorship was £Nil in 2021.

4. CHARITABLE ACTIVITIES INCOME

			31 December 2022	31 December 2021
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Entry fees and accommodation	84,120	-	84,120	-
	<u>84,120</u>	<u>-</u>	<u>84,120</u>	<u>-</u>

There was no restricted charitable activities income in 2021.

5. TRADING INCOME

			31 December 2022	31 December 2021
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Auction proceeds	183,880	-	183,880	-
	<u>183,880</u>	<u>-</u>	<u>183,880</u>	<u>-</u>

There was no restricted trading income in 2021.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2022

6. RAISING FUNDS

			31 December 2022	31 December 2021
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Course fees and event hire costs	96,052	-	96,052	-
Golf auction expenses	21,468	-	21,468	-
Gifts in kind	67,241	-	67,241	-
Travel costs	5,530	-	5,530	-
Courier costs	7,333	-	7,333	-
Exchange rate	(70)	-	(70)	-
IT expenses	363	-	363	-
Sundry costs	2,225	-	2,225	369
Bank charges	778	-	778	16
Bad debts in year/(recovered)	440	-	440	1,000
	<u>201,360</u>	<u>-</u>	<u>201,360</u>	<u>1,385</u>

There were no restricted costs of raising funds in 2021.

7. CHARITABLE ACTIVITIES

			31 December 2022	31 December 2021
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Donation to Institution	282,311	-	282,381	49,782
	<u>282,311</u>	<u>-</u>	<u>282,381</u>	<u>49,782</u>

During the year, in accordance with its objectives, the company made a donation of £282,311 (2021 - £49,782) to MAD SA. The donations made included £Nil from restricted funds in 2022 (2021 - £5,659).

8. OTHER COSTS

			31 December 2022	31 December 2021
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Audit fee	8,130	-	8,130	7,140
Accountancy	1,560	-	1,560	1,500
Under/(Over) accrued 2020/2019	12	-	12	(1,080)
	<u>9,702</u>	<u>-</u>	<u>9,702</u>	<u>7,560</u>

There were no restricted other costs in 2021.

The above costs represent the governance costs of the charity.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2022

9. EMPLOYEE INFORMATION

The directors received no emoluments.

There were no reimbursed expenses claimed by trustees from the company in either year.

The company had no employees in either year.

10. DEBTORS

	31 December 2022 £	31 December 2021 £
Trade debtors	-	-
Other debtors	5,000	925
Prepayments and accrued income	18,195	39,356
Amounts owed by group	-	-
	<u>23,195</u>	<u>40,281</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 December 2022 £	31 December 2021 £
Amounts due to MAD SA	40,794	11,799
Accruals and deferred income	9,690	8,640
	<u>50,484</u>	<u>20,439</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS
Year ended 31 December 2022

12. FUNDS

At 31 December 2022, unrestricted and restricted funds are analysed as follows:

	At 1 January 2022 £	Incoming Resources £	Expenses £	At 31 December 2022 £
Unrestricted	136,188	432,328	(493,393)	75,123
Restricted				
Ambassador Award	10,000	-	-	10,000
	<u>146,188</u>	<u>432,328</u>	<u>(93,393)</u>	<u>85,123</u>

Funds for the year ended 31 December 2021

	At 1 January 2021 £	Incoming Resources £	Expenses £	At 31 December 2021 £
Unrestricted	169,978	19,278	(53,068)	136,188
Restricted				
Ambassador Award	10,000	-	-	10,000
Scholarship	5,659	-	(5,659)	-
	<u>185,637</u>	<u>19,278</u>	<u>(58,727)</u>	<u>146,188</u>

The restricted fund comprises:

- The Ambassador Award was a donation for a specific award to be provided.
- The Scholarship Fund was a donation for sponsorship of a nominated student.

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General funds £	Restricted funds £	Total funds £
Cash	102,412	10,000	112,412
Other current assets	23,195	-	23,195
Current liabilities	(50,484)	-	(50,484)
	<u>75,123</u>	<u>10,000</u>	<u>85,123</u>

Analysis of net assets between funds for the year ended 31 December 2021

	General funds £	Restricted funds £	Total funds £
Cash	116,346	10,000	126,346
Other current assets	40,281	-	40,281
Current liabilities	(20,439)	-	(20,439)
	<u>136,188</u>	<u>10,000</u>	<u>146,188</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2022

14. RELATED PARTY TRANSACTION

One of the Charity's trustees is also a director of Enstar (EU) Ltd.

Make a Difference Leadership Foundation collected monies totalling £4,994 on behalf of MAD SA (2021 - £5,106) and MAD SA collected £325 on behalf of Make A Difference Leadership Foundation. In addition MAD SA recharged costs of £40,794 (2021: £nil) in respect of the golf day and auction. At 31 December 2022 £40,794 (2021 - £11,799) was included in creditors.

There was no remuneration or expenses in relation to the trustees.

15. COMMITMENTS

The Charity has commitments of:

	2022	2021
	£	£
Course fees and event hire	-	39,356
	<u> </u>	<u> </u>

16. CONTROLLING PARTY

The charity is controlled by Make A Difference Leadership Foundation NPC with registration 2003/009386/08 (MAD SA), whose address is 43 Dean Street, Newlands, Cape Town, 7000.

17. RECONCILIATION OF CONSOLIDATED NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net (deficit)/income for the reporting period	(61,065)	(39,449)
Adjustments for:		
Decrease in debtors	17,086	43,162
Increase in creditors	30,045	10,719
	<u> </u>	<u> </u>
Net cash provided by operating activities	<u>(13,934)</u>	<u>14,432</u>

18. RECONCILIATION OF NET DEBT

	2022	2021
	£	£
Cash at bank and in hand	112,412	126,346
	<u> </u>	<u> </u>
Net debt at year end	<u>112,412</u>	<u>126,346</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

England & Wales - Charity number 1126724

Accounts

Company Registration No. 06661556
Incorporated in England & Wales

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

(A Company Limited By Guarantee)

Trustees Report And Financial Statements

For The Year Ended 31 December 2020

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

REPORT AND FINANCIAL STATEMENTS

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MAKE A DIFFERENCE LEADERSHIP FOUNDATION

LEGAL AND ADMINISTRATIVE INFORMATION

Year ended 31 December 2020

LEGAL AND ADMINISTRATION INFORMATION

Registered charity number: 1126724

Company number: 06661556

Trustees

The trustees, who served during the year and up to the date of this report, were:

D Grisley

D Hackett

J Thompson

Company Secretary

Siobhan Hextall

Auditor

Moore (South) LLP

Priory House

Pilgrims Court

Sydenham Road

Guildford

Surrey

GU1 3RX

Registered office

Foxburrow Cottage

Foxburrow Hill Road

Bramley

Guildford

Surrey

GU5 0BU

Bank

Barclays Bank plc

1 Churchill Place

London

E14 5HP

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

TRUSTEES' REPORT

Year ended 31 December 2020

The trustees, who are also directors of the company for the purposes of the Companies Act, are pleased to present their annual report together with the financial statements of the charity for the year ending 31 December 2020.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2019 (FRS 102)).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Make A Difference Leadership Foundation (MADLF) was incorporated on 31 July 2008 and is governed by its Memorandum and Articles of Association amended 23 October 2008. MADLF is a charitable company limited by guarantee and not having a share capital.

The day to day management of the charitable company is carried out by D Hackett, Trustee.

The charitable company is controlled by Make a Difference Leadership Foundation in South Africa.

RECRUITMENT AND APPOINTMENT OF TRUSTEES

The Board of trustees will seek to recruit new members to balance various skills required to manage the charity, as and when they feel it is necessary to do so.

TRUSTEE INDUCTION AND TRAINING

All new trustees are welcomed onto the board and spend time meeting the other members to understand the operations of the charity. Training is, by necessity, tailored to individual needs depending on the knowledge gaps and experience of the individual involved.

OBJECTIVES AND ACTIVITIES

The charity's objects are:

- To advance in life and help young people through the provision of:
 1. recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life, and
 2. support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.
- To help young people, especially but not exclusively through leisure-time activities, so as to develop their capabilities that they may grow to full maturity as individuals and members of society.
- To act as a resource for young people up to the age of 25 living in South Africa by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:
 1. advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
 2. advancing education;
 3. relieving unemployment, and
 4. providing recreational and leisure-time activities in the interest of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social economic circumstances with a view to improving the conditions of life of such persons.

The charity is principally engaged in the provision of funding for the education of academically talented but economically disadvantaged young people in South Africa. In order to achieve this objective, the charity hosts an annual golf day and charity auction.

The Trustees have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

TRUSTEES' REPORT

Year ended 31 December 2020

ACHIEVEMENTS AND PERFORMANCE

The monies raised from the charitable activities and additional donations will be forwarded to The Make A Difference Leadership Foundation in South Africa ("MAD SA") to assist the Foundation in achieving its goals. MAD SA offers South African youth a comprehensive scholarship which covers all tuition fees and related costs involved with their high school and tertiary education. This costs approximately £8,750 per high school learner and £12,250 per tertiary student. MAD SA strives to secure at least 75% of the total funding for the duration of the scholar's academic career. This means that MAD SA has a significant amount of reserve funds held at any point in time, even more so as the number of scholars grow. As at 31 December 2020 there were 268 (2019 - 253) scholars in total supported by the programme in South Africa. A small grant was provided by Make a Difference Leadership Foundation, in the prior year the grant provided for 4 high school learners and 4 tertiary students.

In addition a separate restricted grant of £32,449 (2019 - nil) was made to cover the cost of one scholar's year at university in the UK studying for a Masters degree. This grant covered tuition, accommodation and living allowance.

GRANT MAKING POLICY

The Trustees review the funds held annually and in partnership with MAD SA, determine an amount to be paid to MAD SA as grants to assist MAD SA to continue with its grant activities in South Africa.

FINANCIAL REVIEW

There was no fundraising Golf Day held in 2020 due to the Covid restrictions, but some income was received in respect of prior years that had not previously been recognised. This raised £14,737 (2019 - £207,486) for the charity and there were additional donations, including gifts in kind by the auction of £47,208 (2019 - £51,044), giving total amount raised in the year of £61,945 (2019 - £258,530). After deducting the costs of running the event of £Nil (2019 - £145,360), other costs of £40,921 (2019 - £11,430) and waived fees of £Nil (2019 - £3,562) the charity made a profit of £21,024 (2019 - £98,178).

RESERVES POLICY

The charity plans to retain £100,000 in free reserves being the estimated cost of associated with deposits payable in respect of hosting the annual events. The Trustees believe that this amount is adequate to cover committed expenditure at any point in time. The Trustees review the level of this reserve regularly and will increase or decrease the amount of the reserve accordingly.

FUTURE PLANS

The trustees anticipate that they will continue to raise funds from their annual golf day and auctions to fund the activities of the charity in accordance with their objectives. The Charity was not be able to hold its annual event in 2020 due to the Covid 19 pandemic and the 2021 event has also been cancelled. Payments totalling £Nil were made in 2020 (2019 - £39,356) to two hotels as deposits for accommodation for the 2020 event. Both hotels have agreed to hold the funds as deposits for the 2022 Charity Golf event that is expected to be held in September 2022.

RISK MANAGEMENT

The trustees have assessed the major risks to which the Charity is exposed, and are satisfied that they have systems in place to manage them effectively. Specific risks to the charity are:

- The charity will only be successful in its fund raising activities if it can continue to draw on the goodwill of the attendees to its annual fund raising event(s). Should it not be able to draw on the support of these individuals and companies, it will be unable to fund its charitable activities;
- The Annual Golf Day is the flagship event for the Charity and the quality of the event must be maintained at its current high standard in order to continue to attract the high level of financial support from its attendees.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

TRUSTEES' REPORT

Year ended 31 December 2020

TRUSTEES RESPONSIBILITIES

The trustees (who are also directors of Make a Difference Leadership Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual 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 that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the 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.

This report has been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102. The trustees have taken the exemptions permitted by section 1A. In preparing this report the trustees have taken advantage of the small companies exemptions provided by Section 415A of the Companies Act 2006.

Approved by the board of trustees and signed on their behalf.



D Hackett
Trustee

27 September 2021

Date:

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MAKE A DIFFERENCE LEADERSHIP FOUNDATION

We have audited the financial statements of Make a Difference Leadership Foundation (the 'charity') for the year ended 31 December 2020 which comprise Statement of Financial Activities, Balance Sheet, Cash flow 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 FRS 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 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 audit 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 4, 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 charity'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 charity 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)**

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- The engagement partner selected staff for the audit who had sufficient experience and the required competence and skills in the not for profit sector to be able to identify or recognise non-compliance with laws and regulations.
- We assessed the risk of irregularities as part of our audit planning, and ongoing review, including due to fraud, management override was identified as a significant fraud risk from our assessment. This is due to the ability to bypass controls through inappropriate expenditure and accounting policies adopted.
- Some income received is restricted in its use and a significant risk was identified regarding the correct classification of income between restricted and unrestricted funds and that the expenditure against this income was in line with any specified restrictions.
- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered the most significant to be Companies Act 2006, Charities Act 2011, the Charity SORP, UK financial reporting standards as issued by the Financial Reporting Council and Gift Aid compliance. We considered how the company complies with these requirements by discussions with those charged with governance.
- We enquired of those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations. Consideration was also made of the internal controls in place to mitigate the significant risks.
- We assessed the control environment, documenting the systems, controls and processes adopted. The audit approach incorporated a combination of analytical and substantive procedures, involving tests of transactions and balances. Any irregularities noted were discussed with management and additional corroborative evidence was obtained as required.
- We obtained an understanding and the effect of the Covid 19 pandemic on the operations of the entity and adapted our audit approach accordingly. We enquired and obtained evidence to support the going concern assumption in the preparation of the financial statements and dovetailed this with knowledge gained from our audit work.

In response to the risk of fraud due to management override we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify any unusual transactions;
- tested a sample of expenses in the year, confirming appropriate expenditure for the charitable company;
- reviewed transactions with related parties in particular transactions with entities with common ownership and Trustees; and;
- reviewed the disclosures in the financial statements to ensure they meet the requirements of the accounting standards and relevant legislation..

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF
MAKE A DIFFERENCE LEADERSHIP FOUNDATION (continued)**

In response to the classification of income and expenditure between restricted and unrestricted we:

- agreed a sample of income recorded in the nominal ledger to source documentation to ensure any restrictions were correctly identified;
- agreed a sample of expenditure per the nominal ledger to supporting documentation, confirming any restriction applied met the purpose for which the income was given; and
- reviewed the clients analysis of restricted funds for any misallocations of income or expenditure;

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Danielle Griffin

Danielle Griffin (Senior Statutory Auditor)
For and on behalf of Moore (South) LLP, Statutory Auditor

Priory House
Pilgrims Court
Sydenham Road
Guildford
Surrey
GU1 3RX

28 September 2021

MAKE A DIFFERENCE LEADERSHIP FOUNDATION
STATEMENT OF FINANCIAL ACTIVITIES
(including summary income and expenditure account)
for the year ended 31 December 2020

				31 December 2020	31 December 2019
		Unrestricted funds	Restricted funds	Total funds	Total funds
	Notes	£	£	£	£
INCOMING RESOURCES					
Donations and legacies	3	9,100	38,108	47,208	51,044
Charitable activities	4	14,737	-	14,737	207,486
TOTAL INCOMING RESOURCES		<u>23,837</u>	<u>38,108</u>	<u>61,945</u>	<u>258,530</u>
RESOURCES EXPENDED					
Fundraising costs	5	(2,252)	-	(2,252)	156,790
Charitable activities	6	1,744	32,449	34,193	63,562
Other expenditure	7	8,980	-	8,980	9,800
TOTAL RESOURCES EXPENDED		<u>8,472</u>	<u>32,449</u>	<u>40,921</u>	<u>230,152</u>
NET INCOMING RESOURCES		15,365	5,659	21,024	28,378
FUND BALANCES BROUGHT FORWARD FROM PRIOR YEAR		<u>154,613</u>	<u>10,000</u>	<u>164,613</u>	<u>136,235</u>
FUND BALANCES CARRIED FORWARD AT END OF YEAR	11	<u>169,978</u>	<u>15,659</u>	<u>185,637</u>	<u>164,613</u>

All transactions derive from continuing operations.

The company has no recognised gains or losses other than those included in the Statement of Financial Activities.

The notes on pages 11 to 17 form an integral part of these accounts.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

**BALANCE SHEET
at 31 December 2020**

	Note	31 December 2020		31 December 2019	
		£	£	£	£
CURRENT ASSETS					
Debtors	9	83,443		124,019	
Cash at bank and in hand		111,914		233,146	
		<u>195,357</u>		<u>357,165</u>	
CREDITORS: amounts falling due within one year					
	10	<u>(9,720)</u>		<u>(192,552)</u>	
NET ASSETS			<u>185,637</u>		<u>164,613</u>
THE FUNDS OF THE CHARITY					
Unrestricted funds	11		169,978		154,613
Restricted funds	11		<u>15,659</u>		<u>10,000</u>
TOTAL FUNDS			<u>185,637</u>		<u>164,613</u>

The financial statements were approved and authorised for issue by the Board on

27 September 2021

Signed on behalf of the Board of Directors



D Hackett
Director

Company Number 06661556

The notes on pages 11 to 17 form an integral part of these accounts.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

STATEMENT OF CHARITY CASH FLOW

Year ended 31 December 2020

	Note	31 December 2020		31 December 2019	
		£	£	£	£
Cash flows from operating activities					
Net cash provided by operating activities	16		<u>(121,232)</u>		<u>(53,623)</u>
Net cash provided by financing activities			<u>(121,232)</u>		<u>(53,623)</u>
Change in cash and cash equivalents in the reporting period			<u>(121,232)</u>		<u>(53,623)</u>
Cash and cash equivalents at the beginning of the reporting period			<u>233,146</u>		<u>286,769</u>
Cash and cash equivalents at the end of the reporting period			<u>111,914</u>		<u>233,146</u>
Cast at bank and in hand			<u>111,914</u>		<u>233,146</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2020

1. ACCOUNTING POLICIES

a) Company status

The company is limited by guarantee and has no share capital. The company is incorporated in England & Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company. The address of the registered office is given on page 1 of these financial statements. The nature of the charity's operations and principal activities are explained in the Trustees Report.

b) Basis of preparation

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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland, FRS102 section 1A, Charities Act 2011 and the Companies Act 2006.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency and have been rounded to the nearest pound.

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

c) Going Concern

The accounts have been prepared on a going concern basis. The directors have sufficient funds to meet their obligations at the year end, and the Golf Day will be organised in 2022 to raise funds to support their objectives.

d) Income

Donations are accounted for when the charity is entitled to the donation.

Event income and income from auction is accounted for when receivable.

e) Expenditure

Expenditure is recognised on an accruals basis and is inclusive of irrecoverable VAT.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Donations made by the charitable company are accounted for when either the recipient has a reasonable expectation that they will receive the donation and the trustees have agreed to pay the donation, without condition, or the recipient has a reasonable expectation that they will receive the donation and any condition attaching to the donation is outside the control of the charitable company.

Cost of raising funds includes those costs which are associated with raising funds for the charity, both in respect of donations and the cost of the annual golf day.

Other expenditure represents those items not falling into any other heading, and include all costs relating to the public accountability of the charity and its compliance with good practice.

f) Gifts in kind

Where the charity receives donated auction prizes, the trustees attempt to place a value on these to best reflect what the cost of acquiring this prize would otherwise be. This value is then shown within donations and costs of generating funds.

g) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2020

1. ACCOUNTING POLICIES (continued)

h) Cash at bank and in hand

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

i) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j) Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

k) Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

l) Funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purposes and are available as general funds.

Restricted funds are to be used for specific purposes as laid down by the donor. Unless specifically stated otherwise, the restriction is considered discharged when the expenditure has been incurred.

m) Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at fixed rates determined by the company based on ruling exchange rates. Exchange differences are taken into account in arriving at the net incoming resources and are accounted for in the Statement of Financial Activities.

2. JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

The trustees do not believe there are any judgements or estimates.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2020

3. SPONSORSHIP AND DONATIONS

			31 December 2020	31 December 2019
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Donations, pledges and sponsorship	9,100	38,108	47,208	26,424
Gifts in kind	-	-	-	24,620
	<u>9,100</u>	<u>38,108</u>	<u>47,208</u>	<u>51,044</u>

Restricted donations, pledges and sponsorship was £Nil in 2019.

4. CHARITABLE ACTIVITIES INCOME

			31 December 2020	31 December 2019
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Entry fees and accommodation	15,567	-	15,567	107,700
Auction proceeds	-	-	-	99,786
	<u>15,567</u>	<u>-</u>	<u>15,567</u>	<u>207,486</u>

There was no restricted charitable activities income in 2019.

5. RAISING FUNDS

			31 December 2020	31 December 2019
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Course fees and event hire costs	-	-	-	109,115
Golf Auction expenses	-	-	-	36,245
Benefit Auction event expenses	-	-	-	-
Benefit Auction expenses	-	-	-	-
Sundry costs	393	-	393	3,708
Travel costs	-	-	-	4,008
Courier costs	-	-	-	3,695
Bank charges	40	-	40	119
Bad debts - recovered	(2,685)	-	(2,685)	(100)
	<u>(2,252)</u>	<u>-</u>	<u>(2,252)</u>	<u>156,790</u>

There were no restricted costs of raising funds in 2019.

The golf auction expenses and benefit auction expenses include gifts in kind of £Nil (2019 - £24,620).

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2020

6. CHARITABLE ACTIVITIES

			31 December 2020	31 December 2019
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Donation to Institution	1,744	32,449	34,193	60,000
Fees waived	-	-	-	3,562
	<u>1,744</u>	<u>32,449</u>	<u>34,193</u>	<u>63,562</u>

During the year, in accordance with its objectives, the company made a donation of £34,193 (2019 - £60,000) to MAD SA. The donations made included £32,449 from restricted funds in 2020 (2019 - £Nil).

7. OTHER COSTS

			31 December 2020	31 December 2019
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Audit fee	8,400	-	8,400	9,180
Accountancy	1,320	-	1,320	1,860
Over accrued 2019/2018	(840)	-	(840)	(1,240)
Penalty	100	-	100	-
	<u>8,980</u>	<u>-</u>	<u>8,980</u>	<u>9,800</u>

There were no restricted other costs in 2019.

8. EMPLOYEE INFORMATION

The directors received no emoluments.

Reimbursed expenses of £Nil (2019 - £Nil) were claimed by Nil (2019 - Nil) trustees from the company in the year.

The company had no employees in the year.

9. DEBTORS

	31 December 2020 £	31 December 2019 £
Trade debtors	1,000	84,663
Prepayments and accrued income	39,356	39,356
Amounts owed by group	<u>43,087</u>	<u>-</u>
	<u>83,443</u>	<u>124,019</u>

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2020

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 December 2020 £	31 December 2019 £
Trade creditors	-	21,378
Amounts due to MAD SA	-	154,974
Accruals and deferred income	9,720	16,200
	<u>9,720</u>	<u>192,552</u>

11. FUNDS

At 31 December 2020, unrestricted and restricted funds are analysed as follows:

	At 1 January 2020 £	Incoming Resources £	Expenses £	At 31 December 2020 £
Unrestricted	154,613	23,837	8,472	169,978
Restricted				
Ambassador Award	10,000	-	-	10,000
Scholarship	-	38,108	(32,449)	5,659
	<u>164,613</u>	<u>61,945</u>	<u>40,921</u>	<u>185,637</u>

Funds for the year ended 31 December 2019

	At 1 January 2019 £	Incoming Resources £	Expenses £	At 31 December 2019 £
Unrestricted	136,235	248,530	(230,152)	154,613
Restricted				
Ambassador Award	-	10,000	-	10,000
	<u>136,235</u>	<u>258,530</u>	<u>(230,152)</u>	<u>164,613</u>

The restricted fund comprises:

- The Ambassador Award was a donation for a specific award to be provided.
- The Scholarship Fund was a donation for sponsorship of a nominated student.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2020

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General funds £	Restricted funds £	Total funds £
Cash	96,255	15,659	111,914
Other current assets	83,443	-	83,443
Current liabilities	(9,720)	-	(9,720)
	<u>169,978</u>	<u>15,659</u>	<u>185,637</u>

Analysis of net assets between funds for the year ended 31 December 2019

	General funds £	Restricted funds £	Total funds £
Cash	223,146	10,000	233,146
Other current assets	124,019	-	124,019
Current liabilities	(192,552)	-	(192,552)
	<u>154,613</u>	<u>10,000</u>	<u>164,613</u>

13. RELATED PARTY TRANSACTION

One of the Charity's trustees is also a director of Enstar (EU) Ltd. During the year Enstar (EU) Ltd paid £Nil (2019- £8,513) for golf day entry fees and dinner attendees.

During the year MAD SA incurred expenses of £Nil (2019 - £23,723), and collected auction monies and team fees totalling £Nil (2019 - £5,000) on behalf of the charity event held by Make a Difference Leadership Foundation. Make a Difference Leadership Foundation collected monies totalling £Nil on behalf of MAD SA (2019 - £Nil). At 31 December 2020 £Nil (2019 - £154,974) was included in creditors.

There was no remuneration or expenses in relation to the trustees.

14. COMMITMENTS

The Charity has commitments of:

	2020 £	2019 £
Course fees and event hire	<u>39,356</u>	<u>39,356</u>

15. CONTROLLING PARTY

The charity is controlled by Make A Difference Leadership Foundation NPC with registration 2003/009386/08 (MAD SA), whose address is 43 Dean Street, Newlands, Cape Town, 7000.

There is no ultimate controlling party.

MAKE A DIFFERENCE LEADERSHIP FOUNDATION

NOTES TO THE ACCOUNTS

Year ended 31 December 2020

16. RECONCILIATION OF CONSOLIDATED NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020 £	2019 £
Net income for the reporting period		28,378
Adjustments for:		
Decrease/(Increase) in debtors	56,128	(55,459)
(Decrease) in creditors	(182,832)	(26,542)
Net cash provided by operating activities	<u>(121,232)</u>	<u>(53,623)</u>

17. RECONCILIATION OF NET DEBT

	2020 £	2019 £
Cash at bank and in hand	<u>111,914</u>	<u>233,146</u>
Net debt at year end	<u>111,914</u>	<u>233,146</u>