

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**

| <b>CONTENTS</b>                             | <b>Page</b>    |
|---|----------------|
| <b>Legal and Administrative Information</b> | <b>1</b>       |
| <b>Trustees' Reports</b>                    | <b>2 - 4</b>   |
| <b>Independent Auditors' Report</b>         | <b>5 - 8</b>   |
| <b>Statement of Financial Activities</b>    | <b>9</b>       |
| <b>Balance Sheet</b>                        | <b>10</b>      |
| <b>Statement of Charity Cash Flow</b>       | <b>11</b>      |
| <b>Notes to the Accounts</b>                | <b>12 - 18</b> |

# **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: 24<sup>th</sup> 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<br>2024   | 31 December<br>2023  |
|--|-------|-----------------------|----------------------|-----------------------|----------------------|
|  |       | Unrestricted<br>funds | Restricted<br>funds  | Total funds           | Total funds          |
|  | Notes | £                     | £                    | £                     | £                    |
| <b>INCOME AND ENDOWMENTS FROM:</b>                       |       |                       |                      |                       |                      |
| 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              |
| <b>TOTAL INCOME</b>                                      |       | <u>602,712</u>        | <u>-</u>             | <u>602,712</u>        | <u>774,347</u>       |
| <b>EXPENDITURE ON:</b>                                   |       |                       |                      |                       |                      |
| 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               |
| <b>TOTAL EXPENDITURE</b>                                 |       | <u>516,015</u>        | <u>-</u>             | <u>516,015</u>        | <u>775,632</u>       |
| <b>NET OUTGOING EXPENDITURE</b>                          |       | 86,697                |                      | 86,697                | (1,285)              |
| <b>FUND BALANCES BROUGHT FORWARD<br/>FROM PRIOR YEAR</b> |       | <u>73,838</u>         | <u>10,000</u>        | <u>83,838</u>         | <u>85,123</u>        |
| <b>FUND BALANCES CARRIED FORWARD<br/>AT END OF YEAR</b>  | 12    | <u><u>160,535</u></u> | <u><u>10,000</u></u> | <u><u>170,535</u></u> | <u><u>83,838</u></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

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

The financial statements were approved and authorised for issue by the Board on 24<sup>th</sup> 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<br>£ | 31 December 2023<br>£ |
|---|------|-----------------------|-----------------------|
| <b>Cash flows from operating activities</b>                         |      |                       |                       |
| Net cash provided by operating activities                           | 16   | 298,035               | (35,202)              |
| <b>Net cash provided by financing activities</b>                    |      | 298,035               | (35,202)              |
| Change in cash and cash equivalents in the reporting period         |      | 298,035               | (35,202)              |
| Cash and cash equivalents at the beginning of the reporting period  |      | 77,210                | 112,412               |
| <b>Cash and cash equivalents at the end of the reporting period</b> |      | 375,245               | 77,210                |
| Cash at bank and in hand  |      | 375,245               | 77,210                |

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

There was no restricted charitable activities income in 2023.

### 5. TRADING INCOME

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

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<br>2024 | 31 December<br>2023 |
|----------------------------------|----------------------------|--------------------------|---------------------|---------------------|
|                                  | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds<br>£    | Total funds<br>£    |
| 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<br>2024 | 31 December<br>2023 |
|-------------------------|----------------------------|--------------------------|---------------------|---------------------|
|                         | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds<br>£    | Total funds<br>£    |
| Donation to Institution | <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<br>2024 | 31 December<br>2023 |
|---------------|----------------------------|--------------------------|---------------------|---------------------|
|               | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds<br>£    | Total funds<br>£    |
| 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<br>2024<br>£ | 31 December<br>2023<br>£ |
|--------------------------------|--------------------------|--------------------------|
| 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<br>2024<br>£ | 31 December<br>2023<br>£ |
|------------------------------|--------------------------|--------------------------|
| 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<br>2024<br>£ | Incoming<br>Resources<br>£ | Expenses<br>£    | At 31 December<br>2024<br>£ |
|---------------------|---------------------------|----------------------------|------------------|-----------------------------|
| <b>Unrestricted</b> | 73,838                    | 602,712                    | (516,015)        | 160,535                     |
| <b>Restricted</b>   |                           |                            |                  |                             |
| 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<br>2023<br>£ | Incoming<br>Resources<br>£ | Expenses<br>£    | At 31 December<br>2023<br>£ |
|---------------------|---------------------------|----------------------------|------------------|-----------------------------|
| <b>Unrestricted</b> | 75,123                    | 774,347                    | (775,632)        | 73,838                      |
| <b>Restricted</b>   |                           |                            |                  |                             |
| 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<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds<br>£ |
|----------------------|-----------------------|--------------------------|------------------|
| 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<br>funds<br>£ | Restricted<br>funds<br>£ | Total funds<br>£ |
|----------------------|-----------------------|--------------------------|------------------|
| 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<br>£ | 2023<br>£ |
|--|-----------|-----------|
| 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      | 298,035   | (35,202)  |

#### 17. RECONCILIATION OF NET DEBT

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