

**COMPANY REGISTRATION NUMBER: 07175060**

**CHARITY REGISTRATION NUMBER: 1136324**

**Lapwing Suffolk Limited**  
**Company Limited by Guarantee**  
**Financial statements**  
**31 August 2021**

**Lapwing Suffolk Limited**  
**Company Limited by Guarantee**  
**Financial statements**  
**Year ended 31 August 2021**

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# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Trustees' annual report (incorporating the directors' report)

#### Year ended 31 August 2021

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The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 August 2021.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and 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 published in October 2019.

#### Reference and administrative details

<b>Registered charity name</b>	Lapwing Suffolk Limited
<b>Charity registration number</b>	1136324
<b>Company registration number</b>	07175060
<b>Principal office and registered office</b>	8a The Square Martlesham Heath Ipswich Suffolk IP5 3SL

#### The trustees

The trustees who served during the year and at the date of approval were as follows:

	K Miller (Chair) S E Jones O Rowlands L Perkins
<b>Company secretary</b>	W G Fletcher
<b>Bankers</b>	Lloyds Bank 8A The Square Martlesham Heath Ipswich Suffolk IP5 3SL
<b>Auditor</b>	Lovewell Blake LLP Chartered accountants & statutory auditor Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
<b>Senior leadership team</b>	Will Fletcher (CEO & Head of Education) Lisa Squirrell (Education Manager)

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Trustees' annual report (incorporating the directors' report) *(continued)*

#### Year ended 31 August 2021

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##### Objectives and activities

Lapwing's mission is to deliver outstanding education and support which will positively impact the life chances of the hardest to reach young people across East Anglia. Our ethos is to put a young person's needs, interests and aspirations at the heart of the work we do. We are committed to the holistic development of young people so they can thrive personally and professionally.

Lapwing is a specialist alternative education provider. We deliver highly personalised transitional learning programmes and projects for young people disadvantaged through a range of circumstances usually a result of identified or underlying additional needs related to cognitive, social, emotional, behavioural, mental health, medical or physical conditions, including learning disabilities.

Working with four to twenty-five year olds, predominantly within Suffolk, Essex and Norfolk, Lapwing has a broad offer of services including: academic tutoring with accredited qualifications; vocational courses, skills development and accredited qualifications; a range of therapeutic interventions; employability and work experience; life skills programmes focused on developing independence and the transition to adulthood; youth work and NEET prevention. Our staff work peripatetically using a wide range of delivery venues across the region to ensure the provision we offer is both local to the young person and specifically tailored to each individual student's programme objectives.

We work with and are commissioned by local authorities, mainstream and special schools, colleges, Pupil Referral Units, health and social care. We also access grant funding to enable us to run additional projects to enhance our impact working with young people with additional needs or challenging circumstances.

As an organisation Lapwing strives to maintain a culture that all stakeholders can be proud of and one that is embodied by the following values:

- an environment founded on respect, dignity and integrity at all levels
- a commitment to maintain the highest standards of professional practice at all times
- to keep our ethos (noted above), and therefore our young people, central to the work that we do
- to enjoy carrying out our work while caring deeply about its purpose
- to be supportive and collaborative colleagues who will always help each other
- an open culture where staff feel able to talk to all colleagues at all levels
- a strong sense that all staff are valued and, coming from a range of backgrounds, bring different qualities, skills and experience to the organisation
- a strong commitment to develop our staff professionally so that we continue to develop Lapwing
- a culture of continuous improvement where staff are not afraid to make mistakes and an understanding that we all learn by getting things wrong
- creativity, positivity and freedom of expression

# **Lapwing Suffolk Limited**

## **Company Limited by Guarantee**

### **Trustees' annual report (incorporating the directors' report) *(continued)***

#### **Year ended 31 August 2021**

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##### **Objectives and activities *(continued)***

##### **Our strategic objectives encompass**

- **Products and Services** - To continue to develop and evolve the quality, breadth and range of personalised, sustainable and outcomes focused services for young people with additional needs or challenging circumstances.
- **Finance** - To secure and maintain the long-term financial sustainability of the organisation by diversifying income streams, developing existing funding and managing expenditure to provide value for money in all our services.
- **Recruitment and Retention** - To attract, develop and retain skilled individuals, both paid and unpaid, who can support the achievement of our charitable objectives.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Trustees' annual report (incorporating the directors' report) *(continued)*

#### Year ended 31 August 2021

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##### Achievements and performance

In line with our overall strategic objectives, Lapwing had three specific aims for the 2020-21 year:

**Leadership and development:** increase Lapwing's capacity to improve and ability to cope with expansion through developing the capabilities of our Extended Leadership Team and providing high quality professional development for all staff.

**Financial sustainability:** continue to diversify and grow income streams.

**Quality of education and delivery:** continue to raise standards in the quality of education and project delivery and enhance evaluation methods to demonstrate outstanding impact to stakeholders.

We are pleased to report that good progress was made towards achieving all three aims and the organisation's Strategic Development Plan (held internally at Senior Leadership Team and Board level) sets out the specific targets and activities that have been and continue to be undertaken to reach these aims.

The following provides a summary of progress:

**Leadership and development:** 2020-21 saw significant development of the recently formed (September 2019) Extended Leadership Team which is made up of programme and project managers. After two years, this management structure is embedded and is effectively enabling Lapwing to continue to grow while maintaining personalised and high-quality programme management. While COVID-19 clearly impacted some of the delivery and progress relating to leadership training and collaboration during 2020-21, there has been greater investment and focus on targeted professional development for colleagues (at all levels) to evolve their practice and leadership capabilities.

**Financial sustainability:** During 2020-21 Lapwing's Norfolk based delivery team significantly increased in size reflecting the unmet special educational needs in that county and the income opportunity within that area. At September 2021 our Norfolk based education team deliver 40% of Lapwing's education programmes. This continued evolution and diversification of income streams has resulted in a more balanced overall income split so that at September 2021 Lapwing's income split is: 53% = Suffolk education programmes; 35% Norfolk education programmes; 10% Minding The Gap project (ESF & Lottery funded); 2% other fundraising (eg. small grants, donations).

**Quality of education and delivery:** Lapwing has continued to strive for excellence through operating with high standards and pursuing and evolving best practice approaches. We have further developed our evidence base and progress tracking to be able to demonstrate clear impact to stakeholders. Key performance indicators in this area include but are not limited to: student attendance data; student outcomes (qualifications, academic/vocational progress tracking, personal development progress, student wellbeing measures, work placement feedback, destination data); stakeholder feedback (student questionnaires, parent/carer/funder feedback); internal quality assurance (session observation judgements, student programme reviews, staff professional development progress). The latest KPIs are available here: [www.lapwingeducation.co.uk/performance](http://www.lapwingeducation.co.uk/performance)

Lapwing has continued to develop and deliver high quality innovative education programmes for young people on the margins of society. During the year, Lapwing worked with 86 students (2019-20: 59 students) through education funding routes, providing education and support so that they were better placed to fulfil their potential.

Lapwing has continued to work with students with a wide range of needs. They all face exclusion from society in some way whether because of learning disabilities / difficulties, mental health issues, social or emotional development needs or other behaviours of concern which prevent them gaining access to education or training.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Trustees' annual report (incorporating the directors' report) *(continued)*

#### Year ended 31 August 2021

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##### Achievements and performance (continued)

At the heart of all Lapwing programmes is the young person and the highly personalised outcomes that they will work towards to enable them to achieve their potential. The students have been referred to Lapwing from a wide range of organisations including local authorities, mainstream schools, special schools, Pupil Referral Units, colleges, the Virtual School for Children in Care, Social Care and National Health Trusts. Lapwing continued to run two projects, each enabled by generous grant funding. These were:

These were:

- **Minding The Gap** - funded by European Social Fund and National Lottery Community Fund. The project provides targeted support for NEET young people in Suffolk aged 15-24 to gain and sustain employment, education or training. These young people are unemployed, economically inactive, facing significant barriers to accessing employment or currently experiencing or at risk of social isolation. Since January 2017, Lapwing has worked with 337 participants who were NEET. Following Lapwing's significant success in terms of activities and outcomes through Q2 and Q3 2021 (particularly following the lifting of COVID restrictions), our involvement and funding for the project has been extended once again by another year to June 2023.
- **Summer Intervention Programme** - part funded by I will fund Grant Award (via Suffolk Community Foundation), The Seckford Foundation, WN Estates family fund (via Suffolk Community Foundation), The Annie-Tranmer Charitable Trust and Suffolk Scrap Store Trust. This programme ran from July to September 2021 and enabled over 138 sessions (2019-20: 95 sessions) to be delivered to 37 young people (2019:20 28 young people) in Suffolk and Norfolk deemed at risk of isolation or regression in areas such as as mental health, youth crime, substance misuse and educational engagement. These students benefitted from personalised education and activity programmes and successfully transitioned into their next education placement in September.

Lapwing's educational offer is strengthened by being a registered centre with City & Guilds, an OFQUAL awarding body for Functional Skills mathematics, English, and ICT. Lapwing is also accredited to deliver the AQA Unit Award Scheme and The Trinity College Arts Award (Bronze, Silver and Gold).

Lapwing takes the safeguarding of children, young people and vulnerable adults seriously and has up to date safeguarding procedures in line with the Local Safeguarding Partnerships across the different counties within the region. All staff and trustees have received safeguarding training.

In line with our strategic objectives, Lapwing's specific aims for 2021-22 continue to be:

**Leadership and development:** organisational structure & development - increase Lapwing's capacity to improve and ability to cope with expansion through developing the capabilities of both the Senior and Extended Leadership Team and by giving a greater focus to staff professional development.

**Financial sustainability:** continue to diversify and grow income streams (particularly within Norfolk where we have a growing delivery team).

**Quality of education and delivery:** impact - raise standards in the quality of education and project delivery and enhance evaluation methods to better demonstrate impact to stakeholders.

# **Lapwing Suffolk Limited**

## **Company Limited by Guarantee**

### **Trustees' annual report (incorporating the directors' report) *(continued)***

#### **Year ended 31 August 2021**

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##### **Achievements and performance *(continued)***

##### **Public Benefit Requirements**

Each year we review what we have achieved and the outcomes of our work, particularly the educational impact of our work for young people on the margins of society. We have due regard to the public benefit guidance published by the Charity Commission in compliance with its duties under section 17 of the Charities Act 2011. This guidance sets out two key principles:

- The organisation must have an identifiable benefit.
- The benefit must be to the public or a section of the public.

It is our main purpose to provide personalised educational programmes and support for the benefit of disadvantaged young people. We also focus on the holistic development of young people including supporting their personal development, mental health, wellbeing and safety.

##### **Vision**

Our vision is to enable Lapwing's expansion and evolution so that we continue to positively impact an increasing number of young people in need of our specialist services. While the organisation grows and evolves, we are committed to staying true to our ethos and values and continue to strive for excellence in all aspects of our work.



# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Trustees' annual report (incorporating the directors' report) *(continued)*

#### Year ended 31 August 2021

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##### Financial review

Total income has increased to £1,483,962 from £1,026,390 in 2020. This increase is mainly as a result of more sessions being delivered during the year involving unrestricted activities. Expenditure has increased to £1,353,959 from £941,543. The main increase in expenditure relates to staff costs as the delivery team has grown accordingly. This has resulted in a surplus of £130,003 (2020: £84,847) being made for the year before investment gains. Investments have increased by £14,484 (2020: £4,876) in the year resulting in net income of £144,487 (2020: £89,723)

This surplus has resulted in overall reserves increasing to £585,395 (2020: £440,908), with £67,033 of reserves being restricted (2020: £56,937).

##### Principal funding sources

The charity has three main sources of funding which are as follows:-

- Pre 16 referrals from local authorities, mainstream/special schools and Pupil Referral Units (2020-21: 37 students) - this continues to be a growing funding source and one which the charity intends to further develop during the coming financial year. The aim is to support young people with additional needs under the age of 16 to either re-engage or maintain their engagement in education.
- Post 16 referrals from local authorities and colleges (2020-21: 49 students) - this continues to be a growing funding source. The aim is to support young people over the age of 16 with special educational needs and disabilities to achieve their potential and prepare for their next step in education or transition to adulthood and the world of work.
- Grants from local and national organisations which provide funds to enable Lapwing to run a variety of projects which supports the development of young people.

##### Reserves policy

Reserves will be held in order to provide for continuity of service in the event of a future loss of funding or a dramatic change in the charity's operating environment. The charity's aim is to keep within unrestricted reserves an amount in the region of six months operating costs, being approximately £600,000 for the year ended 31 August 2021. On 31 August 2021 unrestricted reserves were £518,362 (2020: £383,971) with unrestricted reserves slightly below the target. The trustees plan to continue to grow reserves in the year to 31 August 2022 to ensure the reserve target is met. Free reserves at the year end totalled £314,562 (2020: £276,588) being the total unrestricted net current assets.

The charity has considered possible income streams and set an appropriate budget. Expenditure is monitored closely as Lapwing seeks to adhere to its reserves policy.

The charity's financial performance is monitored carefully against its strategy and budgets during each financial year to ensure financial sustainability of the organisation. The Board of Trustees reviews the reserves policy and requirements annually. The Board are conscious that Lapwing is likely to grow in the coming year(s) and therefore the level of reserves held may need to increase accordingly. As and when reserves exceed the amount that the Trustees deem to be appropriate, the Trustees will utilise any available funds to better meet the needs of the beneficiaries.

##### Investment policy

The Trustees continue to utilise an investment policy of placing cash surpluses in bank deposit accounts requiring notice to withdraw. They agreed upon a low risk investment policy which would generate a return in excess of a no notice bank deposit account and which would ensure that cash would be readily available when needed to coincide with the organisation's working capital requirements.

# **Lapwing Suffolk Limited**

## **Company Limited by Guarantee**

### **Trustees' annual report (incorporating the directors' report) *(continued)***

#### **Year ended 31 August 2021**

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##### **Investment policy (continued)**

The amounts held with any one bank will be periodically reviewed by the Board of Trustees, and accounts may be opened with multiple banks and building societies in order to spread financial risk.

The Trustees have also invested some of the reserves not immediately required in stocks and shares and delegated the management of those investments to a professional fund-manager.

##### **Plans for future periods**

Lapwing aims to continue to grow and develop the breadth and range of its service offer in 2021-22 in order to reach a greater number of young people in need of specialist support across the region.

However, while growth in terms of scale and income is anticipated, the organisation's immediate strategic priorities are to continue to improve the quality of the service offered and the sustainability of the organisation. This will be achieved through focusing our efforts on delivering a high quality provision, seeking diversification and stability in terms of income streams and maintaining satisfactory reserves.

Despite the challenges faced delivering in person sessions due to Covid-19, Lapwing continues to explore ways of providing services and supporting young people during the pandemic.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Trustees' annual report (incorporating the directors' report) *(continued)*

#### Year ended 31 August 2021

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#### Structure, governance and management

##### Structure

The organisation is a charitable company limited by guarantee, incorporated on 2 March 2010 and registered as a charity on 14 June 2010. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. As of 31 August 2021 there were four members. In the event of the company being wound up members are required to contribute an amount as may be required, not exceeding £10.

The objectives of Lapwing are specifically restricted to the following:

- To advance the education of the public in the subject of bespoke vocational learning programmes.
- To advance the education of students by providing and assisting in the provision of facilities for education.
- For the public benefit to promote the education (including social and physical education) of people under the age of 25 years in settings and in such ways as the charity trustees think fit.

##### Governance

The Trustee Board is legally responsible for the governance and management of the company. Traditional business, education, law, and ICT skills are well represented on the Board. In the event of particular skills being lost due to retirement, extensive efforts are made to ensure these are replaced. Under the terms of the Articles of Association, the number of directors shall not be less than three but shall not be subject to a maximum. Trustees are appointed by the Board and no other person or external body is entitled to appoint trustees. The trustees are responsible for the actions and activities of the charity. At the first Annual General Meeting, all the directors retired from office and were reappointed. At each subsequent Annual General Meeting, one third of the directors must retire from office.

Trustees are appointed through a process of introduction to the existing trustees. All new trustees follow a thorough induction process.

The Chair discusses roles and responsibilities with each trustee. There is an induction process which includes a briefing to them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the charity. During this process they will meet key employees and other trustees. Trustees are encouraged to attend all the charity's events and external training courses, which may assist them in undertaking their engagement.

The charity has a procedure in place that is designed to ensure that any new trustee:

- Is aware of his or her responsibilities as a trustee
- Has good understanding of the work of the charity
- Understands the charity's strategy for the future
- Is provided with information issued by the Charity Commission
- Is offered ongoing training and information to ensure they are brought up to date with developments in law

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Trustees' annual report (incorporating the directors' report) *(continued)*

#### Year ended 31 August 2021

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#### Structure, governance and management *(continued)*

##### Management

The management of the charity is vested in the Board of Trustees. The Board of Trustees currently meets on a six to eight-weekly basis and is responsible for the strategic direction of the organisation. The board have delegated the day to day management of the charity to a Senior Leadership Team, with overall responsibility to the Chief Executive Officer.

The board have in place a Risk Management Policy which is reviewed annually by the Trustees.

A remuneration sub-committee is also in place to review the remuneration of staff including the senior staff members. This review of remuneration includes the agreement of any additional salary to be paid to senior staff based on the financial results of the charity.

##### Related parties

Related parties are reviewed annually, with all trustees and senior management required to review personal relationships and declare any interests. Any related party transactions are disclosed as required in the notes to these financial statements.

##### Fundraising

The charity does not use any external fundraisers. All fundraising undertaken during the year was monitored by the trustees and no complaints were received.

##### Trustees' responsibilities statement

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

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company 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 (FRS102);
- 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 charity will continue in operation.

# **Lapwing Suffolk Limited**

## **Company Limited by Guarantee**

### **Trustees' annual report (incorporating the directors' report) *(continued)***

#### **Year ended 31 August 2021**

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

#### **Auditor**

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

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

A resolution to reappoint Lovewell Blake LLP as auditors will be proposed at the forthcoming Annual General Meeting.

#### **Small company provisions**

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The trustees' annual report was approved on 14 December 2021 and signed on behalf of the board of trustees by:

K Miller (Chair)  
Trustee

# **Lapwing Suffolk Limited**

## **Company Limited by Guarantee**

### **Independent auditor's report to the members of Lapwing Suffolk Limited**

**Year ended 31 August 2021**

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#### **Opinion**

We have audited the financial statements of Lapwing Suffolk Limited (the 'charity') for the year ended 31 August 2021 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charity's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Independent auditor's report to the members of Lapwing Suffolk Limited

(continued)

#### Year ended 31 August 2021

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##### Other information

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

##### Opinions on other matters prescribed by the Companies Act 2006

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

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

##### Other matter

Comparative information in the financial statements is derived from the charity's prior period financial statements which were not audited.

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which 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' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Independent auditor's report to the members of Lapwing Suffolk Limited

(continued)

**Year ended 31 August 2021**

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#### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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.

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:

In addition to discussions with the client regarding the potential areas for irregularities and non compliance the following tests were also performed;

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud
- reading minutes of meetings of those charged with governance and reviewing correspondence with HMRC and other authorities.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. We also obtained an understanding of the legal and regulatory framework that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act and Employment law.

As a result of performing the above, we did not identify any key audit matters related to the potential risk of fraud or non-compliance with laws and regulations.

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



# **Lapwing Suffolk Limited**

## **Company Limited by Guarantee**

### **Independent auditor's report to the members of Lapwing Suffolk Limited**

*(continued)*

#### **Year ended 31 August 2021**

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

#### **Use of our report**

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

M Proctor FCA (Senior Statutory Auditor)

For and on behalf of  
Lovewell Blake LLP  
Chartered accountants & statutory auditor  
Bankside 300  
Peachman Way  
Broadland Business Park  
Norwich  
NR7 0LB

22 December 2021

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Statement of financial activities (including income and expenditure account)

Year ended 31 August 2021

		Unrestricted funds	2021 Restricted funds	Total funds	2020 Total funds
	Note	£	£	£	£
<b>Income and endowments</b>					
Donations and legacies	5	1,926	–	1,926	3,445
Charitable activities	6	1,307,508	163,297	1,470,805	1,022,574
Other trading activities		1,079	–	1,079	371
Other income	7	10,152	–	10,152	–
<b>Total income</b>		<u>1,320,665</u>	<u>163,297</u>	<u>1,483,962</u>	<u>1,026,390</u>
<b>Expenditure</b>					
Raising funds					
Investment management costs	8	2,400	–	2,400	3,000
Charitable activities	9	1,198,358	153,201	1,351,559	938,543
<b>Total expenditure</b>		<u>1,200,758</u>	<u>153,201</u>	<u>1,353,959</u>	<u>941,543</u>
<b>Net income and net movements in funds before gains and losses on investments</b>		<u>119,907</u>	<u>10,096</u>	<u>130,003</u>	<u>84,847</u>
Net gains on investments	11	14,484	–	14,484	4,876
<b>Net income and net movement in funds</b>		<u>134,391</u>	<u>10,096</u>	<u>144,487</u>	<u>89,723</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		<u>383,971</u>	<u>56,937</u>	<u>440,908</u>	<u>351,185</u>
<b>Total funds carried forward</b>		<u>518,362</u>	<u>67,033</u>	<u>585,395</u>	<u>440,908</u>

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

The notes on pages 19 to 29 form part of these financial statements.

**Lapwing Suffolk Limited**  
**Company Limited by Guarantee**  
**Balance sheet**  
**31 August 2021**

		2021		2020	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible fixed assets	16		4,661		2,949
Investments	17		199,360		104,876
			<u>204,021</u>		<u>107,825</u>
<b>Current assets</b>					
Debtors	18	17,422		27,027	
Cash at bank and in hand		<u>454,878</u>		<u>393,885</u>	
		472,300		420,912	
<b>Creditors: Amounts falling due within one year</b>	19	<u>(90,926)</u>		<u>(87,829)</u>	
<b>Net current assets</b>			381,374		333,083
<b>Total assets less current liabilities</b>			<u>585,395</u>		<u>440,908</u>
<b>Net assets</b>			<u>585,395</u>		<u>440,908</u>
<b>Funds of the charity</b>					
Restricted funds			67,033		56,937
Unrestricted funds			<u>518,362</u>		<u>383,971</u>
<b>Total charity funds</b>	21		<u>585,395</u>		<u>440,908</u>

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

These financial statements were approved by the board of trustees and authorised for issue on 14 December 2021, and are signed on behalf of the board by:

K Miller (Chair)  
Trustee

Company registration number: 07175060

The notes on pages 19 to 29 form part of these financial statements.

**Lapwing Suffolk Limited**  
**Company Limited by Guarantee**  
**Statement of cash flows**  
**Year ended 31 August 2021**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities</b>		
Net income	144,487	89,723
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	3,955	3,355
Net gains on investments	(14,484)	(4,876)
Accrued expenses/(income)	22,474	(5,342)
<i>Changes in:</i>		
Trade and other debtors	(12,869)	(2,697)
Trade and other creditors	3,097	8,610
Cash generated from operations	146,660	88,773
Net cash from operating activities	<u>146,660</u>	<u>88,773</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible assets	(5,667)	–
Purchases of other investments	(80,000)	(100,000)
Net cash used in investing activities	<u>(85,667)</u>	<u>(100,000)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>	60,993	(11,227)
<b>Cash and cash equivalents at beginning of year</b>	393,885	405,112
<b>Cash and cash equivalents at end of year</b>	<u>454,878</u>	<u>393,885</u>

The notes on pages 19 to 29 form part of these financial statements.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Notes to the financial statements

Year ended 31 August 2021

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#### 1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 8a The Square, Martlesham Heath, Ipswich, Suffolk, IP5 3SL.

#### 2. Statement of compliance

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

#### 3. Accounting policies

##### Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities.

The financial statements are prepared in sterling, which is the functional currency of the entity and rounded to the nearest £.

##### Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern. The Trustees have considered the impact of COVID-19 in making this assessment.

##### Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Notes to the financial statements *(continued)*

#### Year ended 31 August 2021

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#### 3. Accounting policies *(continued)*

##### Income

Income is included in the Statement of Financial Activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- Legacy income is recognised when receipt is probable and entitlement is established.
- Income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

##### Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the Statement of Financial Activities to which it relates:

- Expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- Expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource.

##### Tangible assets

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

##### Depreciation

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

Fixtures and fittings	-	15% Straight line
Equipment	-	33% Straight line

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Notes to the financial statements *(continued)*

#### Year ended 31 August 2021

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#### 3. Accounting policies *(continued)*

##### Investments

Unlisted equity investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

Listed investments are measured at fair value with changes in fair value being recognised in income or expenditure.

##### Financial instruments

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

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

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

##### Defined contribution plans

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

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

#### 4. Limited by guarantee

The charity is a company limited by guarantee and accordingly does not have share capital. Every member of the company undertakes to contribute such an amount as may be required (not exceeding £10) to the company's assets if it should be wound up whilst they are a member, or within one year after they cease to be a member, to cover the liabilities of the company.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Notes to the financial statements *(continued)*

#### Year ended 31 August 2021

#### 5. Donations and legacies

	Unrestricted Funds £	<b>Total Funds 2021 £</b>	Unrestricted Funds £	Total Funds 2020 £
<b>Donations</b>				
Donations	1,926	1,926	1,695	1,695
<b>Grants</b>				
Grants receivable	—	—	1,750	1,750
	<u>1,926</u>	<u>1,926</u>	<u>3,445</u>	<u>3,445</u>

#### 6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	<b>Total Funds 2021 £</b>
Provision of educational opportunities for young people	<u>1,307,508</u>	<u>163,297</u>	<u>1,470,805</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Provision of educational opportunities for young people	<u>895,488</u>	<u>127,086</u>	<u>1,022,574</u>

#### 7. Other income

	Unrestricted Funds £	<b>Total Funds 2021 £</b>	Unrestricted Funds £	Total Funds 2020 £
Coronavirus job retention scheme grants	<u>10,152</u>	<u>10,152</u>	—	—

#### 8. Investment management costs

	Unrestricted Funds £	<b>Total Funds 2021 £</b>	Unrestricted Funds £	Total Funds 2020 £
Portfolio management	<u>2,400</u>	<u>2,400</u>	<u>3,000</u>	<u>3,000</u>



# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Notes to the financial statements *(continued)*

#### Year ended 31 August 2021

#### 9. Expenditure on charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Wages and salaries	962,910	135,094	1,098,004
Mental health - Minding the Gap	–	832	832
Student programme costs	138,790	11,955	150,745
Entertainment	508	–	508
Staff training and recruitment costs	13,134	1,803	14,937
Agency support and self employed tutors	6,565	665	7,230
Insurance	1,523	–	1,523
Professional and bookkeeping fees	7,200	–	7,200
Depreciation	3,734	221	3,955
Support costs	63,994	2,631	66,625
	<u>1,198,358</u>	<u>153,201</u>	<u>1,351,559</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Wages and salaries	651,107	116,937	768,044
Mental health - Minding the Gap	–	2,085	2,085
Student programme costs	72,558	10,248	82,806
Entertainment	1,778	–	1,778
Staff training and recruitment costs	8,722	278	9,000
Agency support and self employed tutors	7,578	94	7,672
Insurance	2,143	–	2,143
Professional and bookkeeping fees	5,727	–	5,727
Depreciation	3,134	221	3,355
Support costs	53,254	2,679	55,933
	<u>806,001</u>	<u>132,542</u>	<u>938,543</u>

#### 10. Analysis of support costs

	Analysis of support costs £	Total 2021 £	Total 2020 £
Legal and professional	421	421	408
Other office expenses	31,520	31,520	22,559
Rates and water	21,376	21,376	20,528
Audit and accountancy	13,308	13,308	12,438
	<u>66,625</u>	<u>66,625</u>	<u>55,933</u>

#### 11. Net gains on investments

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Gains/(losses) on other investment assets	<u>14,484</u>	<u>14,484</u>	<u>4,876</u>	<u>4,876</u>

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Notes to the financial statements *(continued)*

#### Year ended 31 August 2021

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#### 12. Net income

Net income is stated after charging/(crediting):

	2021 £	2020 £
Depreciation of tangible fixed assets	<u>3,955</u>	<u>3,355</u>

#### 13. Auditors remuneration

	2021 £	2020 £
Fees payable for the audit of the financial statements	<u>6,650</u>	<u>6,500</u>
Fees payable to the charity's auditor and its associates for other services: Other non-audit services	<u>6,658</u>	<u>5,938</u>

#### 14. Staff costs

	2021 £	2020 £
Wages and salaries	<u>1,098,004</u>	<u>773,386</u>

The average head count of employees during the year was 39 (2020: 33).

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

	2021 No.	2020 No.
£60,000 to £69,999	1	—
£80,000 to £89,999	—	1
£100,000 to £109,999	1	—
	<u>2</u>	<u>1</u>

During the year employer contributions totalling £23,463 (2020: £17,601) were contributed to defined contribution pension plans.

#### Key management personnel

Key management personnel include all personnel that have the authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £173,098 (2020: £134,285). Expenses of £2,467 (2020: £3,437) were also reimbursed to key management personnel.

#### 15. Trustee remuneration and expenses

No trustees received any remuneration or expenses in the year (2020: £Nil).

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Notes to the financial statements *(continued)*

#### Year ended 31 August 2021

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#### 16. Tangible fixed assets

	<b>Equipment £</b>
<b>Cost</b>	
At 1 September 2020	25,234
Additions	5,667
<b>At 31 August 2021</b>	<u>30,901</u>
<b>Depreciation</b>	
At 1 September 2020	22,285
Charge for the year	3,955
<b>At 31 August 2021</b>	<u>26,240</u>
<b>Carrying amount</b>	
<b>At 31 August 2021</b>	<u>4,661</u>
At 31 August 2020	<u>2,949</u>

#### 17. Investments

	<b>Listed investments £</b>
<b>Cost or valuation</b>	
At 1 September 2020	104,876
Additions	80,000
Fair value movements	14,484
<b>At 31 August 2021</b>	<u>199,360</u>
<b>Impairment</b>	
<b>At 1 September 2020 and 31 August 2021</b>	
<b>Carrying amount</b>	
<b>At 31 August 2021</b>	<u>199,360</u>
At 31 August 2020	<u>104,876</u>

All investments shown above are held at valuation.

#### Financial assets held at fair value

Valuation is based on the market value of investments as at the year end date.

#### 18. Debtors

	<b>2021 £</b>	<b>2020 £</b>
Trade debtors	5,852	—
Prepayments and accrued income	6,228	27,027
Other debtors	5,342	—
	<u>17,422</u>	<u>27,027</u>

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Notes to the financial statements *(continued)*

#### Year ended 31 August 2021

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##### 19. Creditors: Amounts falling due within one year

	2021	2020
	£	£
Trade creditors	17,373	10,345
Accruals and deferred income	42,059	32,938
Social security and other taxes	24,891	15,624
Other creditors	6,603	28,922
	<u>90,926</u>	<u>87,829</u>

##### 20. Deferred income

	2021	2020
	£	£
Amount deferred in year	<u>9,262</u>	<u>—</u>

During the year the charity received grant income amounting to £9,262 (2020: £Nil) in respect of performance related services, where conditions were met after the balance sheet date. This amount has been deferred into the following year.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Notes to the financial statements *(continued)*

#### Year ended 31 August 2021

#### 21. Analysis of charitable funds

##### Year ended 31 August 2021

##### Unrestricted funds

	1 Sep 2020	Income	Expenditure	Investment gains/losses	31 Aug 2021
	£	£	£	£	£
General funds	383,971	1,320,665	(1,200,758)	14,484	518,362

##### Restricted funds

	1 Sep 2020	Income	Expenditure	Investment gains/losses	31 Aug 2021
	£	£	£	£	£
Minding the gap	56,937	143,767	(133,671)	–	67,033
Summer interventions programme	–	19,530	(19,530)	–	–
	56,937	163,297	(153,201)	–	67,033

##### Year ended 31 August 2020

##### Unrestricted funds

	1 Sep 2019	Income	Expenditure	Investment gains/losses	31 Aug 2021
	£	£	£	£	£
General funds	288,792	899,304	(809,001)	4,876	383,971

##### Restricted funds

	1 Sep 2019	Income	Expenditure	Investment gains/losses	31 Aug 2021
	£	£	£	£	£
Minding the gap	62,393	127,086	(132,542)	–	56,937

Minding the gap - Initially a three year project, now extended until 2022, funded by the European Social Fund and Big Lottery fund. The project provides targeted and intensive support for young people in Suffolk aged 16-25 to gain and sustain employment and education. These young people are unemployed, economically inactive, facing significant barriers to accessing employment or currently experiencing or at risk of social isolation.

Summer interventions programme - the programme was part funded by The Seckford Foundation and The Suffolk Community Foundation. This programme ran through the summer of 2021 and enabled young people in Suffolk deemed at risk of isolation or regression in terms of mental health, youth crime, substance misuse and educational engagement to maintain their current progress with Lapwing.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Notes to the financial statements *(continued)*

#### Year ended 31 August 2021

#### 22. Analysis of net assets between funds

##### Year ended 31 August 2021

	Tangible fixed assets £	Investments £	Net current assets £	Total £
<b>Restricted funds</b>				
Minding the gap	221	–	66,812	67,033
<b>Unrestricted funds</b>				
General funds	4,440	199,360	314,562	518,362
	<u>4,661</u>	<u>199,360</u>	<u>381,374</u>	<u>585,395</u>

##### Year ended 31 August 2020

	Tangible fixed assets £	Investments £	Net current assets £	Total £
<b>Restricted funds</b>				
Minding the gap	442	–	56,495	56,937
<b>Unrestricted funds</b>				
General funds	2,507	104,876	276,588	383,971
	<u>2,949</u>	<u>104,876</u>	<u>333,083</u>	<u>440,908</u>

#### 23. Financial instruments

The carrying amount of financial instruments at 31 August were:

	2021 £	2020 £
Financial assets measured at market value		
Investments	199,360	104,876
	<u>          </u>	<u>          </u>

#### 24. Analysis of changes in net debt

	At 1 Sep 2020 £	Cash flows £	At 31 Aug 2021 £
Cash at bank and in hand	<u>393,885</u>	<u>60,993</u>	<u>454,878</u>

# **Lapwing Suffolk Limited**

## **Company Limited by Guarantee**

### **Notes to the financial statements** *(continued)*

#### **Year ended 31 August 2021**

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##### **25. Related parties**

W Fletcher, the CEO & Head of Education, is a trustee of Seckford Education Trust. During the year Lapwing Suffolk Limited received a grant from The Seckford Foundation, which is a separate legal entity but is associated to the Seckford Education Trust, totalling £7,250 (2020: £7,250). There was no outstanding balance owing at the year end.