

**COMPANY REGISTRATION NUMBER: 07175060**

**CHARITY REGISTRATION NUMBER: 1136324**

**Lapwing Suffolk Limited**  
**Company Limited by Guarantee**  
**Financial statements**  
**31 August 2025**

**Lapwing Suffolk Limited**  
**Company Limited by Guarantee**  
**Financial statements**  
**Year ended 31 August 2025**

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# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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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 2025.

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) T Boother S E Jones L Perkins J Quantrill
<b>Company secretary</b>	W G Fletcher
<b>Bankers</b>	Lloyds Bank 13 Cornhill Ipswich Suffolk IP1 1DG
<b>Auditor</b>	Lovewell Blake LLP Chartered accountants & statutory auditor Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
<b>Executive leadership team</b>	Will Fletcher (CEO) Lisa Squirrell (Head of Education - Suffolk) Kendra Collier (Head of Education - Norfolk)

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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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 transitional education provider delivering highly personalised and therapeutic education programmes. We focus on the holistic development of our young people with all programmes including experiential learning related to the real world. We help identify a young person's next step and then facilitate their transition. Our beneficiaries are 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 disadvantaged young people up to 25 years old, 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 deliver 1:1, 2:1 (staff : student ratio) and small group education programmes.

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 2025

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##### **Achievements and performance**

Our strategic priorities for 2024-25 were set out in three broad areas:

**Leadership and development:** - career professional development, employee engagement, management structures, systems and processes, values and culture.

**Financial sustainability:** - growth and diversification of income streams; compliance.

**Quality of delivery:** - provision development, curriculum offer, student outcomes, evidence of impact.

##### **Leadership and development - critical intentions:**

- Safeguarding arrangements are prioritised and regularly reviewed for improvement while demonstrating best practice
- Devolved leadership of critical/curriculum areas with clear development plans and reviews for all focus areas
- High quality professional development is targeted at priority areas including our therapeutic competencies and complex special needs
- Senior & extended leadership capacity requirements are forecasted in advance of expected growth
- Systems and processes are digitised for effectiveness - CRM development
- Cultivate values and culture throughout period of staff growth

##### **Financial sustainability - critical intentions:**

- Grow income stream with NCC and Norfolk commissioners to meet demand
- Grow income stream with ECC and Essex commissioners to meet demand
- Create income stream with Cambridgeshire commissioners
- Secure fixed term contracts with local authorities to guarantee income over time
- Ensure compliance & internal financial controls reflect best practice
- Reduce carbon emissions proportionate to growth
- Re-enter youth engagement and employment scheme landscape when appropriate

##### **Quality of education and delivery - critical intentions:**

- Develop a broad and high-quality group curriculum, qualifications offer, and provision offer available to all students
- Enhance progress tracking capabilities and impact measurements
- Drive ever increasing standards and outcomes in the quality of education regardless of growth

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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

We are pleased to report that very good progress was made against 14 out of 16 critical intentions and the organisation's Strategic Development Plan (held internally at Senior Leadership Team and Board level) sets out the specific actions and success criteria that have been, and continue to be, undertaken to reach these aims. Due to a range of market factors there were two intentions which we were unable to significantly progress. These were:

- Grow income stream with ECC and Essex commissioners to meet demand - this remained stable with less than 20 Essex students being commissioned due to our limited staffing capacity in the county.
- Re-enter youth engagement and employment scheme landscape when appropriate - there was no appropriate opportunity to tender for this type of work.

Neither of these impacted Lapwing's success or positive impact throughout 2024-25.

The following provides a summary of progress:

**Leadership and development:** 2024-25 saw the continued growth and development of the Senior and Extended Leadership Teams providing more operational leadership capacity. Professional development for all staff continued to be a focus throughout 2024-25 through the delivery of high quality CPD and an effective performance review process with a focus on therapeutic practice and developing specific knowledge of complex SEND profiles. A CRM was developed and implemented in Sep 2024 to streamline and digitise processes and reporting. Lapwing continues to recruit and retain staff effectively as a result of the values, ethos and culture of the organisation and employee engagement and wellbeing scores remain high.

**Financial sustainability:** During 2024-25 Lapwing's, Norfolk, Suffolk and Essex based delivery teams continued to increase in size reflecting the unmet special educational needs in the region. September 2024 saw the recommissioning of two SEMH post 16 group provisions located in west and north Suffolk and the opening of a new third group in south Suffolk funded by SCC. In 2024 Lapwing gained Silver accreditation with the Suffolk Carbon Charter following a 15% reduction in carbon emissions proportionate to growth over a two-year period and we have continued to reduce carbon emissions in line with annual targets. The ongoing growth of existing income streams and the creation of new income streams continue to be a focus.

**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 focused leadership and development plans for our main curriculum areas and qualifications delivered across the organisation and these are reviewed periodically by our Curriculum Development Board which is made up of a range of staff including members of the Executive Team. The specific areas or qualifications under ongoing development and review include: Teaching, Coaching & Learning; Functional Skills quals - English, mathematics, ICT/digital skills; Reading provision; RSHE curriculum; STEM curriculum; outdoor learning provision; ASDAN quals, British Computer Society (BCS) quals, Trinity Arts Award quals, Post 16 SEMH group curriculum, Family Support offer, and our Therapeutic approaches including The Thrive Approach and the evolution of Lapwing's Therapeutic Competencies.

The increasing number of curriculum-based student groups continues to broaden our curriculum offer and peer interaction opportunities. Lapwing has three allotments and four woodland locations as part of our therapeutic and vocational offer. 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, cohort transition rate and student destination data); stakeholder feedback (student questionnaires, parent/carer/funder feedback); internal quality assurance (session drop-in judgements, staff performance reviews). 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 completed programmes with 234 students (2023-24: 220 students) through education funding routes, providing education and support so that they

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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

were better placed to fulfil their potential. 40% of this cohort transitioned into another longer-term education provision by end of July 2025 demonstrating good progress in preparing these young people to move on; destination success for individual students leaving in July 2025 will be tracked in January 2026.

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. 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 ran one additional project that was self-funded out of the in-year surplus. The Summer Interventions Programme ran from July to September 2025 and enabled over 60 sessions to be delivered to 21 young people in Suffolk, Norfolk and Essex deemed at risk of isolation or regression in areas such as mental health, youth crime, substance misuse and educational engagement. These students benefitted from personalised education and activity programmes, during the summer months when statutory education funding is not available, and they 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/Digital Skills. Lapwing is also accredited to deliver the AQA Unit Award Scheme, The Trinity College Arts Award (Discover, Explore, Bronze, Silver and Gold), ASDAN qualifications, British Computing Society (BCS) digital and coding qualifications, The Duke of Edinburgh Award, and the John Muir Award for forest schools.

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.

##### **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 Lapping'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 2025

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##### Financial review

Total income has increased to £5,204,766 from £4,138,103 in 2024. This increase is mainly as a result of more sessions being delivered during the year involving unrestricted activities. Expenditure has increased to £4,792,072 from £3,756,106. The main increase in expenditure relates to staff costs as the delivery team has grown accordingly. This has resulted in a surplus of £412,694 (2024: £381,997) being made for the year before investment gains. Investments have increased by £14,379 (2024: surplus £23,350) in the year resulting in net income of £427,073 (2024: £405,347)

This surplus has resulted in overall reserves increasing to £1,923,001 (2024: £1,495,928), with no reserves being restricted (2024: £Nil).

##### Income and expenditure

During the year ended 31 August 2025, the total income generated increased to £5,204,766 (2024: £4,138,103). The principal source of funding was from the local authorities (Suffolk County Council - £3,619,896, Norfolk County Council - £1,062,170 and Essex County Council - £126,920), which together represented 92.4% of total income. The remaining balance of charitable activities of £371,870 relates to school funded sessions.

Total expenditure for the year amounted to £4,792,072 (2024: £3,756,106), with the majority of costs relating to wages and salaries - £4,006,869 (2024: £3,049,897) which represents 83.6% (2024: 81.2%) of total expenditure on charitable activities. The charity achieved a surplus of £412,694 (2024: £381,997) before net gains on investments and £427,073 (2024: £405,347) after net gains on investments.

##### Assets and liabilities

At the balance sheet date, the charity held total assets of £2,120,794 (2024: £1,652,716) and total liabilities of £197,793 (2024: £156,788), resulting in net assets of £1,923,001 (2024: £1,495,928). Assets primarily comprised of cash and cash equivalents £1,293,520 (2024: £1,170,250), investments £397,735 (2024: £385,429) and debtors £385,901 (2024: £69,424). The debtors balance was high at the year-end due to a new system being introduced at Norfolk County Council which resulted in the payments being delayed. The balances have now been realised. Liabilities mainly related to accruals and creditors for supplier payments and social security costs.

##### Funds and liquidity

Total funds increased by £427,073 during the year. Unrestricted funds at year end amounted to £1,923,001, providing a sound financial base for ongoing operations. There were no restricted funds at year end.

The charity maintains sufficient liquidity to meet its short-term obligations, with cash balances of £1,293,520 at year end. Trustees monitor cash flow regularly to ensure adequate working capital is maintained.

##### Going concern

The trustees have considered the charity's financial position, forecasts, and funding arrangements and are satisfied that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis. The trustees are not aware of any material uncertainties that may cast significant doubt on the charity's ability to continue as a going concern.



# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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##### Financial review *(continued)*

##### Principal financial risks and uncertainties

The principal financial risks faced by the charity include:

- Dependence on a limited number of Local Authorities for their funding sources
- Uncertainty in future grant funding
- Cost inflation and pressure on operating expenditure

These risks are managed through active budget monitoring, maintenance of appropriate reserves, and regular review of financial performance by trustees.

##### Future outlook

The charity's future financial performance will be influenced by the continued availability of grant funding, and the wider economic environment. Trustees remain focused on prudent financial management and sustainability to ensure the charity can continue delivering its charitable objectives.

##### Principal funding sources

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

- Pre 16 referrals from local authorities, mainstream/special schools and Pupil Referral Units 2023-24: 99 students (2022-23: 70 students) - this continues to be a growing funding source. The aim is to support young people with additional needs under the age of 16 to either re-engage with or maintain their engagement in education.
- Post 16 referrals from local authorities and colleges 2023-24: 121 (2022-23: 79 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, both individually and in small groups, to achieve their potential and prepare for their next step in education or transition to adulthood and the world of work.

##### 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 £2,396,036 for the year ended 31 August 2025. On 31 August 2025 unrestricted reserves were £1,923,001 (2024: £1,495,928) with unrestricted reserves below the target. The trustees plan to continue to grow reserves in the year to 31 August 2026 to ensure the reserve target is met. Free reserves at the year end totalled £1,481,628 (2024: £1,082,886) 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 are 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.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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##### Financial review *(continued)*

##### 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.

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's strategic priorities for 2025-26 continue to focus on three areas:

**Leadership and development:** - professional development, employee engagement, management structures, systems and processes, values and culture.

**Financial sustainability:** - growth and diversification of income streams; compliance.

**Quality of delivery:** - provision development, curriculum offer, student outcomes, evidence of impact.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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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 2024 there were five 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 professional coaching 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 2025

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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.

##### 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.

##### Risk management

The charity trustees have considered the major risks to which the charity is exposed and have reviewed those risks on an ongoing basis. The trustees are satisfied that systems and procedures are in place to identify, assess and manage these risks in order to safeguard the charity's assets, reputation and sustainability.

Key risks are monitored regularly by the trustees, and appropriate controls and mitigating actions have been implemented where necessary.

##### Remuneration of key management personnel

The trustees are responsible for setting the pay and remuneration of the charity's key management personnel. In determining appropriate remuneration levels, the trustees have regard to the nature of the roles, the skills and experience required, and the charity's financial position.

Remuneration is benchmarked against comparable roles within similar organisations and sectors, using available market data where appropriate, to ensure that pay levels are reasonable and proportionate while enabling the charity to recruit and retain suitably qualified staff.

##### Trustees' responsibilities statement

The trustees (who are also directors 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. 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.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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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.

The trustees are responsible for keeping proper accounting records that 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charity 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.

#### **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.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

Year ended 31 August 2025

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The trustees' annual report was approved on 23 Jan 2026 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 2025

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#### Opinion

We have audited the financial statements of Lapwing Suffolk Limited (the 'charity') for the year ended 31 August 2025 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, including 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 2025 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 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.

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

We have nothing to report in this regard.

# **Lapwing Suffolk Limited**

## **Company Limited by Guarantee**

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

*(continued)*

#### **Year ended 31 August 2025**

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##### **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 which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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

In the light of 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 directors' report included within 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.

##### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement (set out on pages 10 to 11), the trustees (who are also the directors of the charity 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.



# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

(continued)

**Year ended 31 August 2025**

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#### **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 2025

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A further description of our responsibilities is available on the FRC'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 DChA (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

29/01/2026

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

Year ended 31 August 2025

		2025		2024
	Note	Unrestricted funds £	Total funds £	Total funds £
<b>Income and endowments</b>				
Donations and legacies	5	3,211	3,211	19,464
Charitable activities	6	5,180,856	5,180,856	4,104,360
Other trading activities		18,885	18,885	14,279
Investment income		1,814	1,814	—
<b>Total income</b>		<u>5,204,766</u>	<u>5,204,766</u>	<u>4,138,103</u>
<b>Expenditure</b>				
Charitable activities	7	(4,792,072)	(4,792,072)	(3,756,106)
<b>Total expenditure</b>		<u>(4,792,072)</u>	<u>(4,792,072)</u>	<u>(3,756,106)</u>
<b>Net income and net movements in funds before gains and losses on investments</b>		412,694	412,694	381,997
Net gains on investments	9	14,379	14,379	23,350
<b>Net income and net movement in funds</b>		<u>427,073</u>	<u>427,073</u>	<u>405,347</u>
<b>Reconciliation of funds</b>				
Total funds brought forward		1,495,928	1,495,928	1,090,581
<b>Total funds carried forward</b>		<u>1,923,001</u>	<u>1,923,001</u>	<u>1,495,928</u>

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

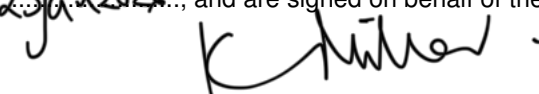
The notes on pages 20 to 30 form part of these financial statements.

**Lapwing Suffolk Limited**  
**Company Limited by Guarantee**  
**Balance sheet**  
**31 August 2025**

	Note	2025 £	£	2024 £	£
<b>Fixed assets</b>					
Tangible fixed assets	14		43,638		27,613
Investments	15		397,735		385,429
			<u>441,373</u>		<u>413,042</u>
<b>Current assets</b>					
Debtors	16	385,901		69,424	
Cash at bank and in hand		<u>1,293,520</u>		<u>1,170,250</u>	
		1,679,421		1,239,674	
<b>Creditors: Amounts falling due within one year</b>	17	<u>(197,793)</u>		<u>(156,788)</u>	
<b>Net current assets</b>			1,481,628		1,082,886
<b>Total assets less current liabilities</b>			<u>1,923,001</u>		<u>1,495,928</u>
<b>Net assets</b>			<u>1,923,001</u>		<u>1,495,928</u>
<b>Funds of the charity</b>					
Unrestricted funds			1,923,001		1,495,928
<b>Total charity funds</b>	19		<u>1,923,001</u>		<u>1,495,928</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 23 Jan 2025, and are signed on behalf of the board by:



K Miller (Chair)  
Trustee

Company registration number: 07175060

The notes on pages 20 to 30 form part of these financial statements.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Statement of cash flows

Year ended 31 August 2025

	2025 £	2024 £
<b>Cash flows from operating activities</b>		
Net income	427,073	405,347
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	18,001	15,888
Net gains on investments	(14,379)	(23,350)
Dividends, interest and rents from investments	(1,814)	—
<i>Changes in:</i>		
Trade and other debtors	(312,777)	(2,198)
Trade and other creditors	37,305	(64,953)
Cash generated from operations	153,409	330,734
Net cash from operating activities	<u>153,409</u>	<u>330,734</u>
<b>Cash flows from investing activities</b>		
Dividends, interest and rents from investments	1,814	—
Purchase of tangible assets	(34,026)	(17,137)
Purchases of other investments	(1,814)	(200,000)
Proceeds from sale of other investments	3,887	—
Net cash used in investing activities	<u>(30,139)</u>	<u>(217,137)</u>
<b>Net increase in cash and cash equivalents</b>	123,270	113,597
<b>Cash and cash equivalents at beginning of year</b>	<u>1,170,250</u>	<u>1,056,653</u>
<b>Cash and cash equivalents at end of year</b>	<u>1,293,520</u>	<u>1,170,250</u>

The notes on pages 20 to 30 form part of these financial statements.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

### Notes to the financial statements

Year ended 31 August 2025

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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.

##### Judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts 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 those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimate is revised if the revision affects only that year, or in the period of the revision and future periods if the revision affects both current and future periods.

The trustees do not consider that there are any critical judgements in the financial statements.

##### Fund accounting

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

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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

##### Fund accounting *(continued)*

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.

##### 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.

##### Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

##### 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.

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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

##### 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:

Equipment - 33% Straight line

##### 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.

#### 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.

#### 5. Donations and legacies

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
<b>Donations</b>				
Donations	<u>3,211</u>	<u>3,211</u>	<u>19,464</u>	<u>19,464</u>

#### 6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Provision of educational opportunities for young people	<u>5,180,856</u>	<u>—</u>	<u>5,180,856</u>



# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

#### 6. Charitable activities *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Provision of educational opportunities for young people	<u>3,976,771</u>	<u>127,589</u>	<u>4,104,360</u>

#### 7. Expenditure on charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Wages and salaries	4,006,869	—	4,006,869
Student programme costs	420,059	—	420,059
Entertainment	10,663	—	10,663
Staff training and recruitment costs	50,606	—	50,606
External provision	23,905	—	23,905
Insurance	10,125	—	10,125
Professional and bookkeeping fees	2,553	—	2,553
Depreciation	18,001	—	18,001
Support costs	<u>249,291</u>	<u>—</u>	<u>249,291</u>
	<u>4,792,072</u>	<u>—</u>	<u>4,792,072</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Wages and salaries	2,948,514	101,383	3,049,897
Student programme costs	415,529	7,785	423,314
Entertainment	7,373	265	7,638
Staff training and recruitment costs	37,417	271	37,688
External provision	10,465	—	10,465
Insurance	8,629	431	9,060
Professional and bookkeeping fees	10,143	564	10,707
Depreciation	15,348	539	15,887
Support costs	<u>185,388</u>	<u>6,062</u>	<u>191,450</u>
	<u>3,638,806</u>	<u>117,300</u>	<u>3,756,106</u>

#### 8. Analysis of support costs

	Analysis of support costs £	Total 2025 £	Total 2024 £
Other office expenses	196,203	196,203	152,704
Rates and water	25,902	25,902	21,376
Audit and accountancy	22,500	22,500	17,370
Legal and professional	<u>4,686</u>	<u>4,686</u>	<u>—</u>
	<u>249,291</u>	<u>249,291</u>	<u>191,450</u>

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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#### 9. Net gains on investments

	Unrestricted Funds £	<b>Total Funds 2025 £</b>	Unrestricted Funds £	Total Funds 2024 £
Gains/(losses) on other investment assets	<u>14,379</u>	<u>14,379</u>	<u>23,350</u>	<u>23,350</u>

#### 10. Net income

Net income is stated after charging/(crediting):

	<b>2025 £</b>	2024 £
Depreciation of tangible fixed assets	18,001	15,888
Operating lease payments	<u>26,922</u>	<u>—</u>

#### 11. Auditors remuneration

	<b>2025 £</b>	2024 £
Fees payable for the audit of the financial statements	<u>9,936</u>	<u>9,360</u>
Fees payable to the charity's auditor and its associates for other services: Other non-audit services	<u>12,564</u>	<u>8,010</u>

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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##### 12. Staff costs

	2025	2024
	£	£
Wages and salaries	3,520,657	2,716,897
Social security costs	385,477	260,943
Employer contributions to pension plans	100,735	72,057
	<u>4,006,869</u>	<u>3,049,897</u>

The average head count of employees during the year was 116 (2024: 92).

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

	2025	2024
	No.	No.
£60,000 to £69,999	1	1
£70,000 to £79,999	1	—
£100,000 to £109,999	—	1
£110,000 to £119,999	1	—
	<u>3</u>	<u>2</u>

During the year employer contributions totalling £100,735 (2024: £72,057) 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 £311,388 (2024: £273,853). Expenses of £2,717 (2024: £4,134) were also reimbursed to key management personnel.

##### 13. Trustee remuneration and expenses

No trustees received any remuneration or expenses in the year (2024: £Nil).

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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##### 14. Tangible fixed assets

	<b>Equipment £</b>
<b>Cost</b>	
At 1 September 2024	84,679
Additions	34,026
<b>At 31 August 2025</b>	<u>118,705</u>
<b>Depreciation</b>	
At 1 September 2024	57,066
Charge for the year	18,001
<b>At 31 August 2025</b>	<u>75,067</u>
<b>Carrying amount</b>	
<b>At 31 August 2025</b>	<u>43,638</u>
At 31 August 2024	<u>27,613</u>

##### 15. Investments

	<b>Listed investments £</b>
<b>Cost or valuation</b>	
At 1 September 2024	385,429
Additions	1,814
Disposals	(3,887)
Fair value movements	14,379
<b>At 31 August 2025</b>	<u>397,735</u>
<b>Impairment</b>	
<b>At 1 September 2024 and 31 August 2025</b>	
<b>Carrying amount</b>	
<b>At 31 August 2025</b>	<u>397,735</u>
At 31 August 2024	<u>385,429</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.

##### 16. Debtors

	<b>2025 £</b>	<b>2024 £</b>
Trade debtors	358,200	49,570
Prepayments and accrued income	27,701	19,854
	<u>385,901</u>	<u>69,424</u>

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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

	2025	2024
	£	£
Trade creditors	25,040	16,031
Accruals and deferred income	58,867	55,167
Social security and other taxes	91,840	67,080
Other creditors	22,046	18,510
	<u>197,793</u>	<u>156,788</u>

##### 18. Deferred income

	2025	2024
	£	£
At 1 September 2024	—	121,452
Amount released to income	—	(121,452)
<b>At 31 August 2025</b>	<u>—</u>	<u>—</u>

During the year the charity received grant income amounting to £Nil (2024: £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 2025

##### 19. Analysis of charitable funds

###### Year ended 31 August 2025

###### Unrestricted funds

	1 Sep 2024	Income	Expenditure	Investment gains/losses and transfers	31 Aug 2025
	£	£	£	£	£
General funds	<u>1,495,928</u>	<u>5,204,766</u>	<u>(4,792,072)</u>	<u>14,379</u>	<u>1,923,001</u>

###### Year ended 31 August 2024

###### Unrestricted funds

	1 Sep 2023	Income	Expenditure	Investment gains/losses and transfers	31 Aug 2024
	£	£	£	£	£
General funds	<u>1,090,581</u>	<u>4,005,514</u>	<u>(3,633,806)</u>	<u>33,639</u>	<u>1,495,928</u>

###### Restricted funds

	1 Sep 2023	Income	Expenditure	Investment gains/losses and transfers	31 Aug 2024
	£	£	£	£	£
Minding The Gap Local	—	121,451	(112,330)	(9,121)	—
Aspire	—	4,138	(2,970)	(1,168)	—
Summer Interventions					
Programme - Suffolk					
Community Foundation	—	2,000	(2,000)	—	—
	<u>—</u>	<u>127,589</u>	<u>(117,300)</u>	<u>(10,289)</u>	<u>—</u>

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

Minding The Gap Local - funded by the UKSPF via the following Suffolk districts: Babergh, Ipswich, Mid Suffolk, West Suffolk. This project was delivered from December 2022 until May 2024 as a continuation to replace the original Minding The Gap project (January 2017 - March 2023) that was funded by European Social Fund and National Lottery Community Fund. MTG Local provided targeted support for NEET young people in Suffolk aged 16-24 to gain and sustain employment, education or training. These young people were unemployed, economically inactive, facing significant barriers to accessing employment or experiencing or at risk of social isolation. The project provided mentoring and holistic support including functional skills qualification delivery and a focus on sustainable outcomes for young people moving into education, employment or training. Following completion of the project a surplus of £9,121 has been transferred to unrestricted funds in line with the funding guidance.

Aspire - the Aspire Project (November 2022 - October 2023) - funded by the European Social Fund via Suffolk County Council and providing a tracking, support and signposting service for young people aged 16-24 years old who are not in Education, Employment and Training (NEET) or are at risk of criminal exploitation encouraging their re-engagement with education, employment and training opportunities.

Summer interventions programme - This programme ran through the summer of 2024 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. The programme was funded via grant funding provided by Suffolk Community Foundation.

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

##### Year ended 31 August 2025

	Tangible fixed assets £	Investments £	Net current assets £	Total £
<b>Unrestricted funds</b>				
General funds	43,638	397,735	1,481,628	1,923,001
	<u>43,638</u>	<u>397,735</u>	<u>1,481,628</u>	<u>1,923,001</u>

##### Year ended 31 August 2024

	Tangible fixed assets £	Investments £	Net current assets £	Total £
<b>Unrestricted funds</b>				
General funds	27,613	385,429	1,082,886	1,495,928
	<u>27,613</u>	<u>385,429</u>	<u>1,082,886</u>	<u>1,495,928</u>

# Lapwing Suffolk Limited

## Company Limited by Guarantee

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

#### Year ended 31 August 2025

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##### 21. Financial instruments

The carrying amount of financial instruments at 31 August were:

	2025 £	2024 £
Financial assets measured at market value		
Investments	385,429	162,079
	<u>          </u>	<u>          </u>

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

	At 1 Sep 2024 £	Cash flows £	At 31 Aug 2025 £
Cash at bank and in hand	<u>1,170,250</u>	<u>123,270</u>	<u>1,293,520</u>

##### 23. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2025 £	2024 £
Not later than 1 year	18,096	1,020
Later than 1 year and not later than 5 years	<u>7,880</u>	<u>1,785</u>
	<u>25,976</u>	<u>2,805</u>

##### 24. Related parties

During the year Lapwing Suffolk Limited was provided with bookkeeping services from L Thorp, the sister of trustee S Jones, totalling £2,553 (2024: £10,707). At the year end a balance of £Nil (2024: £Nil) was outstanding.