

REGISTERED COMPANY NUMBER: 07501756

REGISTERED CHARITY NUMBER: 1145331

**Report of the Trustees and
Financial Statements for the year ended 31st August 2021
for
THE LADDER APPRENTICESHIP FOUNDATION**

Bakers, Registered Auditors
(The practising name of
Baker (Midlands) Limited)
Arbor House
Broadway North
Walsall
West Midlands
WS1 2AN

THE LADDER APPRENTICESHIP FOUNDATION (REGISTERED NUMBER 7501756)

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for the year ended 31st August 2021**

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THE LADDER APPRENTICESHIP FOUNDATION (REGISTERED NUMBER 7501756)

Charity Reference and Administrative Details
Year ended 31st August 2021

Incorporation	21 st January 2011
Name change	14 th June 2019
Charity registration number	1145331
Company registration number	07501756
Directors	K.R. Davis D.H. Lomax
Chief executive officer & Company secretary	K.R. Davis
Registered Office	33 Lower Hall Lane Walsall West Midlands WS1 1RR
Independent Examiners	Bakers (The practising name of Baker (Midlands) Limited) Arbor House Broadway North Walsall WS1 2AN

THE LADDER APPRENTICESHIP FOUNDATION (REGISTERED NUMBER 7501756)

Trustees' Annual Report Year ended 31st August 2021

The Trustees, who are also directors of the charity for the purposes of the Companies Act, present their report and the audited financial statements of the charity for the year ended 31st August 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year and since the year end were as follows:

K.R. Davis
D.H. Lomax

History

The Ladder Apprenticeship Foundation

Inspired by the Evening Standard's 2012 'Ladder for London' Apprenticeship initiative, and the Vine Trust's leadership in subsequent initiatives in the Midlands, Staffordshire, and Shropshire. The Vine Trust and its partnership Performance Through People, have transformed the Vine Education Trust into the Ladder Apprenticeship Foundation.

The Foundation

Governed by the Vine Trust, a core of Trustee / Directors and supported by a National Steering Group, the Foundation (a repurposed Vine Trust subsidiary charity and Limited company) will create regional collaborations of strategic and operational partners to deliver a model for the mass creation of apprenticeships. The nature of this model can easily be proliferated into new regions/areas throughout England. The 'Ladder' brand has already gained significant strength and profile through its promotion within London, the Black Country, Staffordshire and Shropshire, and Birmingham. In each new region, partners are engaged on an invitation basis, to secure the best quality offer that can be delivered via Ladder campaigns. Promotion of each Ladder campaign will be provided by trusted high-profile media partners (Reach, Midland News Association, The Evening Standard) via their relevant local and regional publications. The Foundation will govern the structure of activity and quality of services offered under the Ladder brand.

Members

The Vine Trust Walsall is the Member, a charity that was conceived in 1989 as a direct result of the farsighted vision of local churches. Their conception was based around their concern that the system had failed to deal adequately for an increasing number of the youth of Walsall, who were seen as a burden to society in general. They purchased the derelict Vine Inn, to be a positive base for young people. The 'Vine Trust' was born. The Christian ethos is the foundation of the Vine Trust, and is the motivation in providing young people with the necessary education, training and practical skills leading to permanent employment and fulfilling lives. Formally the Vine Education Trust, a subsidiary of the Vine Trust Walsall, The Ladder Apprenticeship Foundation, is the new name of the Trust, building on the charity's previous work, in challenging social mobility through education and work.

Trustees' Annual Report
Year ended 31st August 2021

Objectives and activities

Building on the success of the regional campaigns (London, Black Country, Staffordshire, Shropshire) and through the support of our Media patron the Ladder Apprenticeship Foundation is a national social mobility initiative, championing locally, the creation of apprenticeships and vocational learning through regional newspaper campaigns and events. The Foundation has rooted and developed models of activity which support its strategy to "Engage, Educate & Employ" young people across the UK.

The objects of the Company are for the benefit of the public ("the Objects"):

1. To advance education of individuals between the ages of 13-25 years who may be at risk of exclusion and disengagement from learning in accordance with Christian principles and in such ways as the directors may from time to time think fit;
2. To promote advance and maintain the Christian faith and the upholding of Christian values among individuals between the ages of 13 – 25 years as the directors may from time to time think fit;

For such other charitable purposes according to the laws of England and Wales in such parts of the United Kingdom or the world as the directors in their absolute discretion may from time to time decide.

Activities

The solutions to youth unemployment are of course complex, but as the Ladder Foundation, we believe it requires a collaborative joined up, systems-based approach to improving skills and enrichment opportunities for all, particularly for the young and disadvantaged communities, incentivising and equipping employers to hire and retain them. It's about raising awareness, getting the data, so that all can make an informed decision about what to do next.

The Ladder Foundation concept comprises 4 modes of operation which align to form the basis of each campaign:

- **AWARENESS**
 - Printed Media
 - Regional Website
 - Social Media
 - Networking Events
 - Quarterly Events
 - Annual Celebration
- **EMPLOYER ENGAGEMENT**
 - Direct Awareness
 - Engaging ATA
 - Chamber of Commerce
 - Networking Events
 - Quarterly Events
 - Managing Quality
- **CLEARING HOUSE**
 - Handling Enquiries
 - Issuing Leads
 - Managing Quality
 - Reporting Outcomes
- **EDUCATION**
 - Engaging Schools
 - LADDER AP Schools
 - Training Provision
 - 'iDEA' Integration
 - Managing Quality

**Trustees' Annual Report
Year ended 31st August 2021**

Public benefit statement

The Trustees have paid due regard to the Charity Commission's guidance on public benefit when examining their aims, objectives and future plans of the organisation.

Principle 1.a. What are the benefits?

The Foundation has also identified the need to protect the legacy and brand of the Ladder providing a clear and robust vehicle to direct high quality regional activity which specifically seeks to promote and drive an inclusive agenda for the deployment of apprenticeships, and vocational education across all sectors.

Principle 1.b. The Benefits as related to our aims

Outcomes

- Increased awareness of vocational opportunities
- Improved employer engagement in Apprenticeships and vocational learning
- Apprenticeships are secure progression opportunities for students in education

Principle 1.c. Ensuring our work delivers our aims

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months. The review looks at each of the key areas of work and the benefits to the young people we have set out to help. The review also helps us ensure our aims, objectives and activities remained focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on Public Benefit when reviewing our aims and activities and planning our future activities, and are satisfied our activities pose no detriment or harm (Principle 1c)

Principle 2. Who used and benefitted from our services

Educational institutions from Private Training providers, Secondary Education to Further Education and Universities.

Employers, who directly pay the Apprenticeship Levy, as well as those who are non-Levy payers.

Prospective and existing apprentices.

STRATEGIC REPORT

Achievements and performance

Black Country Ladder and Shropshire Ladder Phases 2 have continued through the support of our longstanding partner Midland's News Association, in their Express & Star, and Shropshire Star titles.

With the support of the Coventry & Warwickshire LEP, and the Chamber of Commerce, Reach have agreed a Ladder for Coventry & Warwickshire Coventry campaign and awards, through the Coventry Telegraph / Live titles.

Given the pandemic, our plans for new campaigns in Manchester, and Greater London were put on hold.

THE LADDER APPRENTICESHIP FOUNDATION (REGISTERED NUMBER 7501756)

Trustees' Annual Report Year ended 31st August 2021

With the suspension of all physical events, our flagship Birmingham apprenticeship awards, was again held virtually, as were the regional steering group meetings etc. Despite the virtual nature of the awards, through our media partner Reach, we received over 20,000 views, marking the success of apprentices, their employers, and their training providers. We were, amongst others, grateful for the recorded messages of support from Mayor Andy Street, and Skill's Minister Gillian Keegan.

We hope that 2022, will see the return of in person awards.

In Shropshire with our partner MSPN, and with the support of Shropshire and Telford councils, The Ladder is raising awareness to create opportunities in Shropshire for young people. Youth unemployment has doubled since the beginning of 2020 and the number of apprenticeships on offer is almost 50% lower than this time last year. Raising awareness can contribute to the regions recovery from the devastating pandemic.

Quite simply, we are asking employers across Shropshire – big or small – to offer an apprenticeship, traineeship or opportunities to one or more young people.

We are also needing employers to become Ladder Ambassadors and proactively champion apprenticeships to help us promote the recruitment of young people by sharing experiences, knowledge, skills and to showcase their apprentices to encourage other employers

To avoid losing a generation of young people the Ladder for Shropshire is providing clear direction on all the new incentives and programmes on offer.

The Ladder Alternative Provision School, envisioned by the Trust and the CEO Kevin Davis, is named after the Trust's Ladder initiative, and we look forward to the completion next year of the St Matthews' Education Quarter, which will see a long awaited extension for Walsall Studio School, and a new build for the Ladder school.

Reserves Policy

The Trustees have examined the charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be approximately 3 months of the expenditure.

The purpose of the reserve is:

- To keep sufficient in general reserves to cover approximately 13 weeks expenditure
- To capitalise on opportunities and future needs.
- To meet substantial redundancy costs in the event of the winding up of the Charity

The reserves are needed to meet the working capital requirements of the charity and the Trustees are confident that at this level they would be able to continue the current activities of the charity in the event of a significant drop in funding. The present level of reserves available to the charity falls significantly short of this target level. Although the strategy is to continue to build reserves through planned operating surpluses, the Trustees are well aware that it is unlikely that the target range can be reached for at least three years. In the short term the Trustees has also considered the extent to which existing activities and expenditure could be curtailed, should such circumstances arise.

**Trustees' Annual Report
Year ended 31st August 2021**

The reserves policy is to be reviewed annually at the Annual General Meeting prior to the publication of the annual report.

Plans for future periods

The pandemic period has been one of the most difficult in living memory for the economy, effecting in particular, in term of job prospects, the young and Black and Asian minority groups. These challenges have further resolved the commitment of Ladder partners to mitigate its impact, by further intensive campaigning raising awareness, for continued investment in vocational learning and employment pathways.

We are therefore delighted that we will continue, to embed our local newspaper campaigns with Awards, and look forward to phase 2 campaigns in the Black Country and Shropshire.

Structure, governance and management

The Vine Trust Walsall, is the sole member. The Foundation will partner with Transform UK, who will become co-members of the Trust, helping to form a wider board of Trustee Directors.

Patrons

Patrons from Politics, media and commerce cheerlead our efforts, facilitating new partnerships, and focusing our campaign.

National Steering Group

The National Steering Group will be created comprised of representatives from sub/working groups centred around the modes of operation. (Awareness, Employer, Education, Regional, Apprentice/Students.)

Regional Steering Groups

At a regional level, a Steering Group will drive the Ladder concept. Each Regional Working Group will be comprised from key operational stakeholders who are representatives from the Modes of Operation and who add value to the overall offer.

Trustees Responsibilities

Trustees are responsible individually and collectively for overseeing the conduct and affairs of the charity, which includes responsibility for:

- Strategic Planning Process
- Operating Planning
- Monitoring Senior Management
- Monitoring the Effectiveness of the Board and its Committees
- Setting and Monitoring the Effectiveness of Corporate Policies
- Managing Risk
- The Integrity of Corporate Internal Control and Management
- Overseeing Information Systems
- Overseeing Communications Policy

**Trustees' Annual Report
Year ended 31st August 2021**

The charity is controlled by its governing document, a deed of trust and constitutes a limited company, limited by guarantee, as defined by the Companies Act 1985. It operates as an innovative faith inspired Charitable company, working to support and elevate the lives of 'hard to reach' young people (13-25 year olds).

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

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

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

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

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

On an annual basis the trustees actively review risk in terms of the following areas:

- governance and management, operational, finance, environmental and external risk, and legal regulation compliance

This information is then used to develop a risk management strategy for the organisation, including the identification of existing controls in operation and any new controls the trustees consider necessary.

The current risk management strategy forms part of a planning process, against which the trustees review progress formally every six months within the context of a four year strategic business plan.

The trustees are satisfied that adequate systems and procedures are in operation to mitigate against the major risks faced by the charity should any of these risks materialise.

Independent Examiner's Report
Year ended 31st August 2021

I report to the charity trustees on my examination of the accounts of the company for the year ended 31st August 2021 which are set out on pages 10 to 16.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



John Davis FCA (Independent Examiner)
For and on behalf of
Bakers
(The practising name of Baker (Midlands) Limited)
Arbor House
Broadway North
Walsall
WS1 2AN

28 April

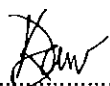
2022

THE LADDER APPRENTICESHIP FOUNDATION (REGISTERED NUMBER 7501756)

**Trustees' Annual Report
Year ended 31st August 2021**

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the board



.....
Kevin Davis
Trustee

Date.....

28 / 04 / 2022

THE LADDER APPRENTICESHIP FOPUNDATION (REGISTERED NUMBER 7501756)

Statement of Financial Activities (including Income and Expenditure Account)
Year ended 31st August 2021

	Note	Unrestricted Funds	2021 Restricted Funds	Total Funds	2020 Total Funds
		£	£	£	£
Income and endowments from:					
Donations and legacies	2	23,600	-	23,600	1,977
Charitable activities	3	3,000	-	3,000	23,000
Total income and endowments		<u>26,600</u>	<u>-</u>	<u>26,600</u>	<u>24,977</u>
Expenditure on:					
Charitable activities	4	41,331	-	41,331	56,579
Total expenditure		<u>41,331</u>	<u>-</u>	<u>41,331</u>	<u>56,579</u>
Net (expenditure) / income		(14,731)	-	(14,731)	(31,602)
Reconciliation of funds:					
Total funds brought forward		(27,312)	-	(27,312)	4,290
Total funds carried forward		<u>(42,043)</u>	<u>-</u>	<u>(42,043)</u>	<u>(27,312)</u>

All income and expenditure derive from continuing activities.
The Statement of Financial Activities includes all gains and losses recognised in the year.

THE LADDER APPRENTICESHIP FOUNDATION (REGISTERED NUMBER 7501756)

Balance Sheet

Year ended 31st August 2021

	Note	2021 £	2020 £
Current Assets			
Cash at bank and in hand		10	37
		<u>10</u>	<u>37</u>
Creditors			
Amounts falling due within one year	9	(42,053)	(27,349)
Net (liabilities) / assets		<u>(42,043)</u>	<u>(27,312)</u>
Charity Funds			
Unrestricted funds	10	(42,043)	(27,312)
		<u>(42,043)</u>	<u>(27,312)</u>

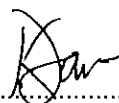
For the financial year in question, the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

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

The financial statements were approved by the Board of Trustees on 28th April 2022 and were signed on its behalf by:



K R Davis Trustee

The notes form part of these financial statements

Notes to the Financial Statements
Year ended 31st August 2021

1. Accounting Policies

General information and basis of preparation

The Ladder Apprenticeship Foundation is a charitable company incorporated in England. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are to develop exemplar educational programmes where young people outside traditional school can reach their full academic and vocational potential.

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

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £1.

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

Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Income recognition

All incoming resources are included in the Statement of Financial Activities SOFA when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Notes to the Financial Statements
Year ended 31st August 2021

Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds
- Expenditure on charitable activities includes provision of second chances schooling; and
- Other expenditure represents those items not falling into the categories above

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 4.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Taxation

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

Going Concern

At 31 August 2021 the company had net liabilities of £42,043. On the basis of the continuing support of the group the Trustees consider it appropriate to prepare the financial statements on the going concern basis.

Notes to the Financial Statements
Year ended 31st August 2021

2. Income from donations and legacies

	2021	2020
	£	£
Donations	23,600	-
Group debt written off	-	1,977
	<u>23,600</u>	<u>1,977</u>

All of the above income was attributable to unrestricted funds.

3. Income from charitable activities

	2021	2020
	£	£
Membership	-	23,000
Contributions	3,000	-
	<u>3,000</u>	<u>23,000</u>

All of the above income was attributable to unrestricted funds.

4. Analysis of expenditure on charitable activities

		Direct Costs	Support Costs	Total
		£	£	£
Ladder school	100%	40,355	976	41,331
		<u>40,355</u>	<u>976</u>	<u>41,331</u>

All of the above costs were attributable to unrestricted funds.

5. Charitable activities costs

	2021	2020
	£	£
Direct costs:		
Marketing	1,950	3,000
Service charge	38,405	52,625
Total direct costs	<u>40,355</u>	<u>55,625</u>
Support costs:		
Governance costs	976	954
Total support costs	<u>976</u>	<u>954</u>

THE LADDER APPRENTICESHIP FOUNDATION (REGISTERED NUMBER 7501756)

Notes to the Financial Statements
Year ended 31st August 2021

6. Governance costs

	2021	2020
	£	£
Interest and charges	76	54
Independent examiners remuneration (inc irrecoverable VAT)	900	900
Total	<u>976</u>	<u>954</u>

7. Independent examiners remuneration

The independent examiners remuneration amounts to an independent examination fee of £900 (2020: £900) including irrecoverable VAT.

8. Trustees' and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2020: £Nil).

The trustees did not have any expenses reimbursed during the year (2020: £Nil).

9. Creditors: Amounts falling due within one year

	2021	2020
	£	£
Amounts owed to group companies	41,153	27,349
Accruals and deferred income	900	-
Total	<u>42,053</u>	<u>27,349</u>

10. Fund Reconciliation

	Balance at 1 st Sept 2020	Income	Expenditure	Transfers between funds	Balance at 31 st August 2021
	£	£	£	£	£
Unrestricted Funds					
General funds	(27,312)	26,600	(41,331)	-	(42,043)

Notes to the Financial Statements
Year ended 31st August 2021

11. Analysis of net assets between funds

	Unrestricted Funds £	Total Funds £
Current assets	10	10
Current liabilities	(42,053)	(42,053)
Total	<u>(42,043)</u>	<u>(42,043)</u>

12. Ultimate controlling party

During the year, the Charity was under the control of The Vine Trust Walsall, Charity No. 1093838, Company No 4370289.

13. Related party transactions

At the end of the year the Charity owed the following to other group companies:

	2021 £	2020 £
The Vine Trust Walsall	<u>41,153</u>	<u>27,349</u>

During the year the Charity paid service charges of £38,405 (2020: £53,525) to The Vine Trust Walsall.