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LS-TEN Limited
(A company limited by guarantee)

Trustees' Report and Financial Statements
For the Year Ended 31 December 2025

Company registration number: 11753606
Charity Number: 1191532

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LS-TEN Limited

Contents

	Page:
Report of the Trustees	
Reference and Administrative Details	1
Chair's Statement	2
Structure, Governance and Management	5
Financial Review and Sustainability	5
Statement of Responsibilities	7
Independent Auditor's Report	9
Financial Statements	
Statement of Financial Activities	13
Balance Sheet	14
Statement of Cash Flows	15
Notes to the Financial Statements	16-29

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

LS-TEN Limited
Report of the Trustees
For the year ended 31 December 2025

The Trustees of LS-TEN Limited, who are also Directors for the purposes of Company law, are pleased to present their Annual Report together with the audited Financial Statements for the year ended 31 December 2025, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

Reference and administrative details

Charity number:	1191532
Company number:	11753606

Trustees

The Trustees and officers serving during the year and since the year end were as follows:

Trustees	Angus Martin (Chair) Clare Jarvis Edward Carlisle David Mitchell David Smith Ashley Jacobs
Senior management	Carl Harrison, Chief Executive Officer Jonathan Wilson, Chief Operating Officer Amy Harrison, Chief Compliance Officer
Registered office	Unit 1, Airedale Industrial Estate Kitson Road Leeds West Yorkshire LS10 1NT
Independent Auditors	Saffery LLP 10 Wellington Place Leeds LS1 4AP
Main bankers	Lloyds Bank plc 25 Gresham Street London EC2V 7HN

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LS-TEN Limited
Report of the Trustees
For the year ended 31 December 2025

Chair's Statement

The year ended 31 December 2025 was one of substantial growth and development for LS-TEN ("the charity"). Across our independent school, community programs and indoor and outdoor skateparks, the charity continued to provide education, support, physical activity and positive opportunities for children and young people in Leeds and the surrounding area.

The Trustees are pleased with the progress made during the year. Total income increased from £1.43 million in 2024 to £2.26 million in 2025, reflecting particularly strong growth in the charity's educational activities. This growth was accompanied by significant investment in staff, facilities, educational provision and specialist support.

Achievements and performance of *Independent School*

LS-TEN Independent School continued to develop its specialist provision for children and young people with Social, Emotional and Mental Health needs and Special Educational Needs and Disabilities.

A major milestone was the Department for Education's approval, in May 2025, of the school's Material Change application. This increased the school's registered capacity from 28 to 42 full-time-equivalent places and enabled LS-TEN to respond to increasing demand for specialist educational placements. The school's flexible model includes full-time placements, bespoke timetables, phased reintegration programmes and targeted interventions. This allows LS-TEN to support young people with a range of needs and circumstances, including pupils who have experienced prolonged periods out of education or whose previous placements have been unsuccessful.

During the year, there was also an increase in the number of pupils registered directly with LS-TEN. This has enabled the school to provide greater continuity of educational oversight, safeguarding, attendance monitoring and pastoral support, while improving coordination with parents, carers, local authorities and other professionals.

The growth in pupil numbers was supported by further investment in the school's workforce. Additional qualified teachers and experienced education professionals joined the charity, contributing to improved curriculum delivery, subject expertise, leadership and quality assurance. Average staff numbers across the charity increased from 31 to 45 full-time-equivalent employees during the year, with much of this growth supporting the expansion of the school.

The curriculum continued to include enrichment activities, educational visits and community-based learning. These opportunities are intended to broaden pupils' experiences, develop confidence and social skills and help prepare them for adulthood.

The school also developed its integrated therapeutic and SEND provision. Occupational Therapy support was introduced alongside school counselling, Educational Psychology, Speech and Language Therapy and specialist SEND and nurture interventions. This multidisciplinary approach helps the school identify and address barriers affecting pupils' communication, emotional regulation, sensory needs, attendance and engagement with learning.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

In September 2025, LS-TEN became a registered examination centre. This was an important step in the development of the school and created the opportunity for pupils to sit formal examinations in familiar surroundings, supported by staff who understand their needs and access arrangements.

Investment was also made in the school's physical environment. Improvements included additional classroom space, upgraded toilet and shower facilities, internal redecoration and enhanced security. These works increased the charity's capacity while helping to maintain a safe, calm and supportive learning environment.

Community Programmes

LS-TEN continued to deliver youth work, physical activity and community programmes across Leeds.

The charity participated actively in the Leeds Youth Alliance and delivered services including the Enhanced Youth Work Contract, Youth Futures Hub and Family Healthy Living Service. These programmes provided children and young people with access to positive activities, trusted adults and early support within their schools and communities.

During the year, LS-TEN worked with more than 75 schools in Leeds and the surrounding area and delivered more than 20 engagement sessions in parks across the city. The charity also delivered internal and external wheeled-sports sessions for LS-TEN pupils, other schools and community organisations.

A number of these activities were supported by restricted grants from organisations including British Cycling, Arts Council England, Sport England and other charitable and community funders. The Trustees are grateful for this support, which enabled LS-TEN to deliver targeted programmes for children, young people and communities who might otherwise experience barriers to participation. The extension of key commissioned services for a further year provides continuity for beneficiaries and reflects the strength of LS-TEN's relationships with Leeds City Council and its voluntary-sector partners.

Skatepark and Wheeled Sports

The indoor and outdoor skateparks remained well-used facilities during 2025. The outdoor skatepark continued to attract participants from Leeds and further afield, while the indoor facility provided year-round access to recreational sessions, structured coaching and organised activities.

The programme included BMX, skateboard and scooter clubs, beginner sessions, inclusive participation programmes and birthday-party packages. Qualified coaches also delivered sessions within schools, parks and community settings.

Support from British Cycling and other partners contributed to the delivery of structured coaching and participation programmes. These activities promote physical activity, confidence, skills development and social interaction while helping to sustain the skatepark as an accessible community resource.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

The skatepark and related programmes further the charity's purposes by providing recreational facilities for children and young people, widening access to physical activity and supporting participants to develop their skills, confidence and ability to participate positively in society.

Objective and activities

LS-Ten Limited was established on 7 January 2019 to operate a skatepark and to provide an alternate education provision. Both these activities are undertaken at the charity's premises in Kitson Road, Leeds.

The company registered as a charity on the 29 September 2020.

The objects of the charity are:

1. To act as a resource for children and young people up to the age of 19 years old living in Leeds, West Yorkshire and surrounding areas by providing advice and assistance and organising programmes of physical activity, educational and other activities by means of:

    a. advancing life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals,
    b. advancing the education of the pupils of the charity by operating an alternative education provision to support schools in Leeds and the surrounding area.

To provide or assist in the provision of facilities in the interests of social welfare for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity of disability, financial hardship, or social circumstances with the object of improving their conditions of life.

2. To promote social inclusion for the public benefit by preventing people who are ex-service personal or ex-offenders from becoming socially excluded because they are unable to reintegrate into mainstream society, in particular by:

    a. providing a local network group that encourages and enables ex-service personnel to gain access to other networks and participate more effectively with the wider community.
    b. providing a local network group that encourages and enables ex-offenders to gain access to other networks and participate more effectively with the wider community.
    c. providing work experience, training and job opportunities to ex-service personnel and ex-offenders.

The Trustees believe that LS-TEN delivered significant public benefit during 2025. Children and young people, particularly those experiencing disadvantage or requiring specialist support, benefited from access to education, therapeutic assistance, youth work, physical activity and inclusive community facilities.

In planning and reviewing the charity's activities, the Trustees have had regard to the charity Commission's guidance on public benefit. The Trustees consider that the activities described in this

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

report directly further LS-TEN's charitable purposes and contribute to improved educational, personal, social and wellbeing outcomes for its beneficiaries.

Financial Review and Sustainability

The charity's growth during 2025 was reflected in its financial results. Total income increased to £2.26 million, compared with £1.43 million in 2024, and the charity recorded net income of £523,793. Total funds at 31 December 2025 were £964,276, of which £776,734 represented unrestricted free reserves.

These results provide LS-TEN with greater financial resilience and the capacity to invest in its future. They also reflect the substantial increase in the scale of the charity's operations and its associated staffing and operating commitments.

The Board confirms that the annual report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Reserves policy

The Trustees have set a target of £340,000 for unrestricted free reserves, equivalent to approximately two months of core operating expenditure. As reserves at the year end were significantly above this target, the Board is considering how surplus funds can be applied responsibly in furtherance of the charity's purposes. Options under consideration include improvements to the existing premises and the development of additional educational provision.

The Trustees will ensure that any significant investment or expansion is subject to appropriate educational, financial and regulatory risk assessment.

Going concern

The Board has considered the current position and the future prospects of the charity, and it is satisfied that the charity has sufficient resources to continue to operate and to meet its ongoing liabilities.

The Board is satisfied that it is appropriate for the accounts to be prepared on a going concern basis.

Structure, Governance and Management

LS-TEN Limited is a registered charitable company limited by guarantee (Charity Number: 1191532, Company Number: 11753606), governed by its Articles of Association. The Articles establish the charitable company's constitutional framework, including its primary objects to provide community recreation and educational facilities in Leeds. The members of the charitable company guarantee to contribute an amount not exceeding £10 towards the liabilities of the Charity in the event of its winding up.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

Appointment of Trustees

The Trustees are appointed by an ordinary resolution of the members of the charity at a general meeting. The minimum number of Trustees is one and there is no maximum. At each annual general meeting one third, (or if their number is not three or a multiple of three, then the number nearest to one third), must retire. Those with longest service retire first and retiring Trustees may be reappointed. There is no maximum period of service for Trustees.

Meetings

The Board meets regularly to discuss the charity's strategy and to receive reports on the various operations and reports on specific areas such as safeguarding and health and safety. The Board also agrees the budget each year and receives financial reports to enable it to monitor performance against the budget.

In between Board meetings the Education Subcommittee and the Community Subcommittee meet to discuss matters specific to those operations. Minutes are prepared and discussed at the next Board meeting

From time to time the chair and other Trustees with specific responsibilities meet with the charity's senior management team to assess progress. Matters arising from these meetings are discussed at the next Board meeting.

Policies and Procedures adopted for Induction and Training of Trustees

The Board discusses the skills requirements for the Trustee group at each Board meeting and undertakes a skills audit at least once a year. The recruitment of a new Trustee is informed by the results of the skills audit and is undertaken using a mix of open advertisement, discussions with interested parties and discussions with contacts in other local charities. Individuals who express an interest are required to meet with the Chair and are given the opportunity to visit the charity and to speak with the Chief Executive Officer. A proposal to appoint a Trustee is taken to the Board for discussion and either approved (subject to suitable references) or rejected. If the Board approves the appointment, then references are sought and circulated to the Board for comment before the appointment is made.

Once appointed the newly elected Trustee undergoes an induction programme.

The charity keeps up to date with key developments relevant to the charity and its operations. Some of the training is mandatory given the charity's work with young people and as a school. Training is provided to Trustees, and a log is kept of what training has been undertaken by each Trustee.

Pay policy for senior staff

The senior management team is responsible for setting the remuneration of employees when they start employment but the Board monitors recruitment and remuneration at Board meetings. Thereafter all pay or other remuneration changes are agreed by the Board.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

The remuneration of the senior management team is the responsibility of the Board and is reviewed annually. In setting the pay of the senior management team the Board takes note of an individual's performance; the financial position of the charity and the amounts paid to individuals in similar roles outside of the charity.

Risk management

The Trustees, in consultation with the senior executive team, have considered the key risks including but not limited to educational quality and safeguarding, financial sustainability and regulatory compliance to which the charity is exposed. A risk register has been prepared which enables the Trustees to monitor the risks and the mitigating actions that have been put in place to manage these risks. The risk register is reported on and reviewed at each Board meeting.

The charity also has a comprehensive suite of policies and procedures that address specific areas of risk. These policies are regularly reviewed by the senior management and the Trustees. Appropriate staff training is provided and recorded, and compliance is monitored.

Fundraising Policy

The charity is not registered with the fundraising regulator, does not employ a fundraiser and does not engage third parties to fundraise on its behalf. There have been, however, a small number of unsolicited donations from the general public. During the period there have been no complaints regarding the charity's fundraising activities.

Developments Since the Year End and Future Plans

Since the year end, the school has continued to develop its examination-centre provision. In June 2026, 11 pupils completed GCSE examinations at LS-TEN. This enabled those pupils to sit their examinations in a familiar and supportive environment and marked an important stage in the school's development.

LS-TEN is also exploring the establishment of a small, dedicated post-16 progression provision for young people with SEND and SEMH needs. The proposed provision would focus on vocational learning, functional qualifications, employability skills and supported progression into further education, training or employment.

This proposal remains subject to the Trustees being satisfied as to educational need, regulatory requirements, premises, funding, affordability and the associated operational risks.
During the coming year, the Trustees will continue to focus on consolidating the charity's growth, maintaining the quality and safety of its services, strengthening its governance and partnerships and ensuring that its resources are used effectively for the benefit of children and young people.

None of the charity's achievements during 2025 would have been possible without the commitment of its staff, volunteers, Trustees, commissioners, funders and partner organisations. On behalf of the Board, I thank them for their contribution and for their continuing commitment to the children and young people whom LS-TEN exists to serve.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

Trustees' Responsibilities Statement

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

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

In preparing these financial statements, the Trustees are required to:

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

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

By order of the Board
Approved by the Trustees on 07 September 2026 and signed on their behalf by:

DocuSigned by:
Angus Martin
B994FC980CED4FE...

Angus Martin
Chair of Trustees
Registered Office

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

LS-TEN Limited
Independent Auditor's Report to the Trustees of LS-Ten Limited
For the year ended 31 December 2025

Opinion

We have audited the financial statements of LS-Ten Limited for the year ended 31 December 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 charitable company's state of affairs as at 31 December 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 Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Trustees' Annual Report which includes the Directors' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of Trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or

- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report and the Strategic Report.

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, the Trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company'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 charitable company or to cease operations, or have no realistic alternative to do so.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:
We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with Trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:
We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:
Saffery LLP
4F568C42DB3B428...

Sally Appleton (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Statutory Auditors
10 Wellington Place
Leeds
LS1 4AP

Date: 11 September 2026
Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

LS-TEN Limited
Statement of Financial Activities (Incorporating statutory income & expenditure account)
For the year ended 31 December 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds Restated 2024 £
Income:					
Donations	**2**	7,273	85,327	92,600	82,786
Charitable activities	**3**	2,162,321	-	2,162,321	1,330,389
Other trading activities	**4**	8,346	-	8,346	13,485
Investment income	**5**	26	-	26	-
Total income		**2,177,966**	**85,327**	**2,263,293**	**1,426,660**
Expenditure on:					
Raising funds	**7**	8,461	-	8,461	13,368
Charitable activities	**8**	1,645,712	85,327	1,731,039	1,182,681
Total expenditure		1,654,173	85,327	1,739,500	1,196,049
Net income		523,793	-	523,793	230,611
Net movements in funds		523,793	-	523,793	230,611
Reconciliation of funds:					
Total funds brought forward	**15**	440,483	-	**440,483**	**209,872**
Total funds carried forward	**15**	964,276	-	964,276	440,483

The Statement of Financial Activities includes all gains and losses recognised in the year.
All amounts relate to continuing activities.

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

A fully detailed comparative Statement of Financial Activities for the year ended 31 December 2024 is shown at note 19.

The notes on pages 16-29 form part of these financial statements

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

LS-TEN Limited
Balance Sheet

	Notes	£	2025 £	£	2024 £
Fixed assets					
Tangible fixed assets	**12**		187,542		131,830
Current assets					
Debtors	**13**	316,451		182,519	
Cash at bank and in hand		592,163		219,681	
		908,614		402,200	
Current liabilities: amounts falling due within one year	**14**	(130,756)		(93,547)	
			777,858		**308,653**
Non-current liabilities: amounts falling due after one year	**14**	(1,124)		-	
			(1,124)		**-**
Net assets			**964,276**		**440,483**
Funds					
Unrestricted funds – General	**15**		964,276		440,483
Restricted funds			-		-
Total funds	**15**		**964,276**		**440,483**

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

Approved by the Board of Trustees on 07 September 2026 and signed on its behalf by:

DocuSigned by:
Angus Martin
B994FC980CED4FE...

Angus Martin
Chair of Trustees
Company registration no: 11753606

The notes on pages 16 to 29 form part of these financial statements.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

LS-TEN Limited
Statement of Cash Flows

	2025 £	2024 £
Cash flows from operating activities:		
Net income for the financial year	**523,793**	**230,611**
Adjustments for:		
Interest receivable	(26)	-
Depreciation	53,227	46,537
Increase in debtors	(133,931)	(122,769)
Increase/(Decrease) in creditors	38,332	(6,153)
Loss on disposal of assets	4,107	-
Net cash provided by operating activities	**485,502**	**148,226**
Cash flows from investing activities:		
Interest receivable	26	-
Purchase of property, plant and equipment	(113,046)	(33,582)
Net cash used in investing activities	**(113,020)**	**(33,582)**
Cash flows from financing activities:		
Change in cash and cash equivalents in the year	**372,482**	**114,644**
Cash and cash equivalents at the beginning of the year	219,681	105,037
Cash and cash equivalents at the end of the year	**592,163**	**219,681**

	Balance at 31 December 2024 £	Cash flows £	Balance at 31 December 2025 £
Cash	219,681	372,482	592,163
Total	**219,681**	**372,482**	**592,163**

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

1 Accounting policies

Company information
LS-TEN Limited is a private company limited by guarantee incorporated in England and Wales.

Accounting convention
These financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' (effective 1 January 2019), FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies regime.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

LS-TEN Limited meets the definition of a public benefit entity under FRS 102.

Going Concern
At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future.

The Board has considered the current position and the future prospects of the charity and is satisfied that the charity had sufficient resources to continue to operate and to meet its ongoing liabilities and that it is appropriate for the accounts to be prepared on a going concern basis.

Income
Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations - These amounts are included in full in the Statement of Financial Activities in the year in which they are receivable unless they include terms and conditions that must be met before the entity is entitled.

Charitable activities - Grants receivable where the income is related to performance and specific deliverables are accounted for as the entity earns the right to consideration by its performance. Grants where entitlement is not conditional on the delivery of a specific performance by the entity are recognised when the entity becomes unconditionally entitled to the grant. Where grants are received during the year in respect of future periods, the amount of the grant which relates to future periods is deferred and is included within creditors. Income from education sales and skatepark entry is included within incoming resources in the year the service or visit occurs.

Other trading activities – Utility and other recharge income is recognised in full for activities undertaken during the year. Income relating to activities taking place in the following year received in advance is deferred.

Investment income – It consists entirely of bank interest and is recognised when the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

1 Accounting policies (continued)

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Raising funds - are those costs incurred in other trading expenditure and seeking voluntary contributions. They do not include the costs of disseminating information in support of the charitable activities.

Charitable activities - costs of education activities, the provision of the indoor skatepark and other activities undertaken to further the purposes of the charity and their associated support costs.

Tangible assets

Tangible assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computer equipment	20% Straight Line
Equipment purchases	20% Straight Line
Outdoor Skatepark	20% Straight Line
Motor Vehicles	33% Straight Line
Leasehold improvements	20% Straight Line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.

Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the charities statement of financial position when the charity becomes party to the contractual provisions of the instrument.
Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

1 Accounting policies (continued)

Pension costs
LS-TEN contributes to defined contribution pension schemes including to individual personal pensions. The assets of the schemes are held separately from those of the charity. Pension costs charged in the statement of financial activities in respect of pension costs are the contributions payable in the year.

Operating leases
The charity classifies the lease of premises as operating leases, as the title to the leased items remains with the lessor and the economic life of the leased items is substantially longer than the lease term. Rentals due under operating leases are charged to the statement of financial activities on a straight-line basis over the lease term.

Fund accounting
Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Charity's work.

2 Income from donations

	Unrestricted Fund £	Restricted Fund £	2025 Total £
Donations	2,273	-	2,273
Grants	5,000	85,327	90,327
	7,273	**85,327**	**92,600**

Please see note 15 for further detail of the restricted income.

Income from donations – prior period

	Unrestricted Fund £	Restricted Fund £	2024 Total £
Donations	2,751	-	2,751
Grants	13,510	66,525	80,035
	16,261	**66,525**	**82,786**

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

3 Income from charitable activities

	2025 Total £	2024 Total £
Income from educational activities	1,663,854	844,827
Skatepark sales	317,651	306,407
Other	180,816	179,155
	2,162,321	**1,330,389**

All income from charitable activities was unrestricted in both periods. Other income includes £130,923 (2024: £147,345) relating to income from Leeds City Council for the provision of community-based youth work.

4 Income from trading activities

	2025 £	2024 £
Provision of utility services at premises	8,346	13,485
	8,346	**13,485**

All income from other trading activities was unrestricted in both periods.

5 Investment income

	2025 £	2024 £
Bank interest	26	-
	26	**-**

All investment income was unrestricted in the period.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

6 Prior year restatement of cost allocation

During the year, the Trustees performed a review of the classification of expenditure reported within the cost of raising funds, and as a result of this review, expenditure of £80,941 previously included within expenditure on raising funds was reclassified to expenditure on charitable activities, to more accurately reflect the nature of the costs incurred. The comparative figures have been restated accordingly. This reclassification has no impact on total expenditure, net income, net assets or total funds for the year ended 31 December 2024.

	Raising funds	Charitable activities	2024
	£	£	£
Previously reported	94,309	1,101,740	1,196,049
Reclassification	(80,941)	80,941	-
Restated	**13,368**	**1,182,681**	**1,196,049**

7 Expenditure on raising funds

	Total 2025	Total 2024 Restated
	£	£
Direct costs	8,461	13,368
	8,461	**13,368**

All expenditure on raising funds was unrestricted in both periods.

8 Expenditure on charitable activities

	Unrestricted Fund	Restricted Fund	2025
	£	£	£
Wages	965,409	85,327	1,050,736
Depreciation	53,227	-	53,227
Other direct costs	351,485	-	351,485
Support and governance costs	275,591	-	275,591
	1,645,712	**85,327**	**1,731,039**

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

8 Expenditure on charitable activities (continued)

The above expenditure, which includes support costs, has been allocated across the charitable activities of LS-TEN in proportion to the income levels of each activity with the exception of costs relating to a specific restricted funded activity. Please see note 9 for a breakdown of these support costs.

Allocated to:	Unrestricted Fund £	Restricted Fund £	2025 £
Educational Activities	1,266,336	49,098	1,315,434
Skatepark Sales	241,760	20,642	262,402
Other activities	137,616	15,587	153,203
	1,645,712	**85,327**	**1,731,039**

Support and governance costs included fees payable to the independent auditor of £15,450 (2024: £15,000). This is split £13,400 for the statutory audit, and £2,050 for other services (2024: £13,000 and £2,000 respectively).

Expenditure on charitable activities – prior period Restated	Unrestricted Fund £	Restricted Fund £	2024 Restated £
Wages	671,296	62,822	734,118
Depreciation	46,537	-	46,537
Direct costs	156,293	-	156,293
Support and governance costs	242,030	3,703	245,733
	1,116,156	**66,525**	**1,182,681**

Allocated to:	Unrestricted Fund £	Restricted Fund £	2024 Restated £
Educational Activities	708,785	25,481	734,266
Skatepark Sales	257,066	33,980	291,046
Other activities	150,305	7,064	157,369
	1,116,156	**66,525**	**1,182,681**

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

9 Analysis of support and governance costs

	2025 £	2024 £
Rent	45,403	49,292
Rates and utilities	29,380	42,858
Insurance	47,098	35,094
Professional fees	22,140	23,657
Subscriptions	15,074	22,138
IT consumables	7,692	7,650
Repairs and maintenance	17,953	4,824
Staff training	16,799	11,525
Travel and subsistence	10,081	3,615
Bank charges	5,580	5,583
Cleaning	19,681	17,101
Other costs	38,710	22,396
	275,591	**245,733**

10 Staff costs and remuneration of key management personnel

	2025 £	2024 £
Salaries	945,698	670,673
Social security costs	82,599	47,564
Pension costs	22,439	15,881
	1,050,736	**734,118**

One employee had total employee benefits (excluding employer pension costs and national insurance costs) in excess of £60,000 in the current year (2024: Nil).

	2025	2024
£60,000-£70,000	1	-

The total employment benefits, including employer pension contributions of the key management personnel, as detailed on page 1, were £152,681 (2024: £154,886).

During this year and the prior year, no Trustees received remuneration, and none were reimbursed for travel and other expenses.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

10 Staff costs and remuneration of key management personnel (continued)

Staff numbers:
The average monthly headcount during the year was as follows:

	2025	2024
Central	5	4
Community	7	7
Education	24	13
Skatepark	9	7
	45	**31**

The average monthly number of full-time equivalent employees (including casual and part-time staff) during the year was 37 (2024: 31).

11 Pensions

LS-TEN contributes to individual pension schemes on behalf of its employees. Total contributions to the scheme during the year amounted to £22,439 (2024: £15,881). Included within other creditors at the year-end were unpaid contributions totalling £Nil (2024: £Nil).

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

12 Tangible Assets

	Computer equipment	Equipment purchases	Leasehold improvements	Motor Vehicles	Outdoor Skatepark	Total
	£	£	£	£	£	£
Cost						
Opening balance 1 January 2025	14,662	34,535	112,466	2,395	49,566	213,624
Additions	6,102	29,629	58,942	16,199	2,174	113,046
Disposals	-	(16,966)	-	-	-	(16,966)
Closing balance 31 December 2025	**20,764**	**47,198**	**171,408**	**18,594**	**51,740**	**309,704**
Accumulated depreciation						
Opening balance 1 January 2025	6,209	16,292	32,003	2,395	24,895	81,794
Charge for the year	3,798	9,659	27,074	2,448	10,248	53,227
Eliminated on disposals	-	(12,859)	-	-	-	(12,859)
Closing balance at 31 December 2025	**10,007**	**13,092**	**59,077**	**4,843**	**35,143**	**122,162**
Net book value At 31 December 2025	**10,757**	**34,106**	**112,331**	**13,751**	**16,597**	**187,542**
At 1 January 2025	8,453	18,243	80,463	-	24,671	131,830

All the assets above relate to functional assets used in the fulfilment of charitable objectives.

13 Debtors

	2025	2024
	£	£
Trade debtors	282,300	167,349
Prepayments & accrued income	34,151	15,170
	316,451	**182,519**

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

14 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade Creditors	9,250	10,948
Deferred income	19,424	37,255
Accruals	43,200	31,718
Taxation and social security	57,702	13,193
Sundry creditors	616	433
Hire purchase	564	-
	130,756	**93,547**

Analysis of change in deferred income:

	At 31 December 2024	Released during the year	Deferred	At 31 December 2025
	£	£	£	£
Deferred income	37,255	(27,733)	9,902	19,424

Creditors: amounts falling due in over one year

	2025	2024
	£	£
Hire purchase loan payable	1,124	-
	1,124	-

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

15 Funds

	Balance as at 2024 £	Incoming resources £	Outgoing resources £	Balance as at 2025 £
Unrestricted funds	440,483	2,177,966	(1,654,173)	**964,276**
Restricted funds:				
Live Like Ralph	-	1,334	(1,334)	-
Family Healthy Living	-	20,087	(20,087)	-
Youth Hub	-	18,808	(18,808)	-
Love Leeds Park	-	1,440	(1,440)	-
The English Sports Council	-	4,655	(4,655)	-
Healthy Holiday	-	21,309	(21,309)	-
British Cycling	-	500	(500)	-
Hays Travel	-	1,483	(1,483)	-
Arts Council England	-	7,702	(7,702)	-
Tesco Stronger Starts	-	500	(500)	-
BMX FSP Fund	-	7,509	(7,509)	-
Total funds	-	85,327	(85,327)	-

Live Like Ralph
This restricted fund supports delivery of the "Skate Mates" project, funding a series of skateboarding sessions for young people. Expenditure is restricted to programme delivery costs, including staffing and equipment.

Family Healthy Living Services
This restricted fund relates to a multi-year contract to deliver physical activity programmes for children in disadvantaged areas of Leeds, aimed at improving health and wellbeing outcomes.

Youth Hub
This restricted fund supports delivery of enhanced youth work programmes in deprived areas of Leeds, targeting young people in line with local authority objectives.

Love Leeds Park
This restricted fund supports delivery of community roller skating sessions in public park spaces, aimed at improving access to physical activity for local families.

The English Sports Council
This restricted fund supports delivery of structured roller skating sessions for culturally diverse communities, with expenditure applied to coaching, equipment, facilities and programme delivery.

Healthy Holiday
This restricted fund supports delivery of holiday activity programmes, including "Get Active Camps", promoting physical activity and healthy lifestyles among young people.

British Cycling
This restricted fund supports delivery of cycling and BMX-based sessions, including targeted participation initiatives such as female-only programmes.

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

15 Funds (continued)

Hays Travel
This restricted fund supports delivery of inclusive skate sessions, providing a safe and accessible environment for minority gender participants.

Arts Council England
This restricted fund supports delivery of an approved arts-based project, being the LS-TEN Northern Roll event in the current year, with expenditure restricted to agreed programme activities.

Tesco - Stronger Starts
This restricted fund supports delivery of community skateboarding sessions at Holbeck Moor, aimed at increasing participation and local engagement.

BMX FSP Fund
This restricted fund supports BMX programme delivery and is subject to conditions including affiliation and promotion of British Cycling initiatives.

Funds – prior period

	Balance as at 2023 £	Incoming resources £	Outgoing resources £	Balance as at 2024 £
Unrestricted funds	209,872	1,343,874	(1,113,263)	440,483
Restricted funds	-	82,786	(82,786)	-
Total funds	**209,872**	**1,426,660**	**(1,196,049)**	**440,483**

16 Analysis of net assets between funds

At 31 December 2025

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	187,542	-	187,542
Cash	592,163	-	592,163
Debtors	316,451	-	316,451
Creditors	(131,880)	-	(131,880)
	964,276	-	964,276

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

16 Analysis of net assets between funds (continued)

At 31 December 2024

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	131,830	-	131,830
Cash	219,681	-	219,681
Debtors	182,519	-	182,519
Creditors	(93,547)	-	(93,547)
	440,483	-	440,483

17 Related party transactions

During this year and the prior year, no Trustees received remuneration and none were reimbursed for travel and other expenses.

During the year, the charity incurred expenditure of £1,263 (2024: £336) with organisations that are related parties by virtue of a shared trustee. This comprised £945 payable to First Response Team (2024: £1,056) and £318 payable to Leeds Mencap (2024: income receivable of £720).

The charity also incurred expenditure of £2,307 (2024: £2,267) with Ricoh UK Limited. Ricoh UK Limited is considered a related party as a trustee of the charity is employed by the company.

18 Operating lease commitments

The charity occupies its premises under an operating lease. Lease rentals are charged to expenditure on an accruals basis.

At the balance sheet date, the charity had future minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
Not later than one year	40,000	40,000
Later than one year and not later than five years	120,000	160,000
	160,000	200,000

Docusign Envelope ID: E799A397-5C9B-8434-8000-662E7321AEE3

19 Restated Comparative Statement of Financial Activities (incorporating statutory income & expenditure account) for the period ended 31 December 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Income:				
Donations	**2**	16,261	66,525	82,786
Income from charitable activities	**3**	1,330,389	-	1,330,389
Other trading activity	**4**	13,485	-	13,485
Total income		**1,360,135**	**66,525**	**1,426,660**
Expenditure on:				
Costs of raising funds	**7**	13,368	-	13,368
Expenditure on charitable activities	**8**	1,116,156	66,525	1,182,681
Total expenditure		**1,129,524**	**66,525**	**1,196,049**
Net income		**230,611**	**-**	**230,611**
Net movements in funds		**230,611**	**-**	**230,611**
Reconciliation of funds:				
Total funds brought forward		209,872	-	209,872
Total funds carried forward	**15**	**440,483**	**-**	**440,483**