SPRINGBOARD PROJECT

England & Wales · Charity number 1014270

Details

Other names	GRASSHOPPERS, HORSHAM TOY LIBRARY, SPRINGBOARD
Status	Registered
Legal form	Charitable company
Company number	02744192
Registered	1992-09-15
Register	View on the Charity Commission register

Contact

Address	The Springboard Project 52 Hurst Road Horsham RH12 2EP
Phone	01403218888
Email	hello@springboardproject.com
Website	www.springboardproject.com

Activities

Objects: (i) to provide recreation and other leisure time activities at Horsham and elsewhere in the Counties of Sussex, Surrey, Hampshire and Kent in the interests of social welfare within the meaning of the Charities Act 2011 for all members of the public but with particular reference to persons with physical and/or mental disabilities by any means which are charitable in law; (ii) to promote education with particular reference to persons with physical and/or mental disabilities; (iii) to undertake research, education, training and instruction in the care and education of physically and/or mentally disabled persons and to publish (and disseminate) the useful results of such research for the benefit of the public; (iv) to operate one or more toy libraries; and (v) to further the welfare of persons who are physically and/or mentally disabled by any means which are charitable in law.

Activities: The Springboard Project works with children and young people with or without disabilities and their families by providing inclusive play and leisure opportunities.

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Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Disability, Recreation
- **Who:** Children/young People, People With Disabilities

Geography

- **Area of benefit:** SUSSEX, SURREY, HAMPSHIRE, KENT
- Sutton
- West Sussex

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£469,100	£491,916	-	-
2024-03-31	£430,939	£352,394	-	-
2023-03-31	£400,481	£353,286	-	-
2022-03-31	£355,105	£331,643	-	-
2021-03-31	£412,829	£330,002	-	-

Trustees

Name	Role	Appointed
ALAN VALLON	Chair	2013-09-10
JILL CARNIE		2011-07-27
Jane Wilson		2024-07-16
Rory Church		2020-06-11
Sarah Priston		2024-01-24

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SPRINGBOARD PROJECT

England & Wales - Charity number 1014270

Accounts

REGISTERED COMPANY NUMBER: 02744192 (England and Wales)
REGISTERED CHARITY NUMBER: 1014270

Report of the Trustees and

Financial Statements for the Year Ended 31 March 2025

for

SPRINGBOARD PROJECT
(A COMPANY LIMITED BY GUARANTEE)

Plus Accounting
Chartered Accountants
Preston Park House
South Road
Brighton
East Sussex
BN1 6SB

SPRINGBOARD PROJECT

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for the year ended 31 March 2025

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SPRINGBOARD PROJECT

Chairman and CEO Reports
for the year ended 31 March 2025

Chair's Report

The challenges facing children, young people and their families show no sign of easing with ever-rising costs continuing to impact household budgets, children's services are stretched to their limits, and global uncertainty creates added worries for the next generation. In the midst of this, the need for safe, supportive spaces for children and young people has never been greater and more crucial.

Springboard remains at the heart of our community, providing vital support to children and young people facing anxiety, mental health struggles, and the pressures of family finances. With more than three decades of experience supporting children and young people with disabilities, we have built a reputation as a trusted and reliable service that families can turn to.

Looking ahead, we are determined to secure Springboard's future so we can continue to be there for families for many years to come. A key step in this journey will be the refurbishment of Springboard House, ensuring it is fit for purpose for the next generation of children who will rely on us.

On behalf of the Board, I want to express our heartfelt gratitude to our incredible staff, volunteers, donors, supporters and partners. Your commitment makes everything we do possible, and together we are creating brighter, more inclusive futures for children, young people and their families.

Amy Blick
Chair of Trustees

CEO's Report

Reflecting on the past year, the strength and resilience of the children, young people and their families has been remarkable. Every person supported highlights the power of community. Their individuality is the foundation of our mission. Despite economic pressures and increased demand for services, Springboard's purpose has remained critical.

The organisation has emerged stronger after facing tests throughout the year with record numbers of families seeking assistance. The unwavering commitment of staff, volunteers, and supporters allowed more tailored support than ever before. The successful launch of the Big Refurbishment campaign will transform our centre on Hurst Road in Horsham, which will significantly improve our ability to support the families we serve.

This annual report celebrates collective effort. The following pages show the accomplishments achieved together. While successes are celebrated, it's also understood that more work is needed. The new year will bring bold plans to expand our Stepping Stones programme and ensure every child and young person with a disability has the support they need to thrive.

Thank you for being a vital part of this community. Your generosity and trust make everything possible.

Beth Coley
Chief Executive

SPRINGBOARD PROJECT

Treasurer's Report
for the year ended 31 March 2025

The following section provides a comprehensive and transparent summary of key financial movements, detailing Springboard Project's financial management strategies throughout the preceding year.

Income	2025	2024	Annual movement
	£	£	£
Donations	58,630	45,810	12,820
Contracts/Grants	331,253	310,509	20,744
Memberships/Activities	63,951	56,087	7,864
Other Income	15,266	18,533	(3,267)
Total	469,100	430,939	38,161

Total income for the year was £469,100, an increase of £38,161 (8.85%) from 2024. This year income from donations, contracts/grants and memberships/activities has increased by a total of £41,428 compared to 2024. Other income, such as room hire reduced by £3,267.

Contracts and grants continue to be the largest income category at £331,253, making up 70.61% of the annual income (an increase of £20,744 on 2024). Donations have increased by £12,820 (28%) this year which is mostly attributed to new corporate donors.

Developing the diversity of Springboard's income streams continues to be a focus for the organisation, to reduce contract/grant dependence and protection from market fluctuations.

Springboard's healthy position, regarding reserves and cash balances, will help the organisation meet the evolving charity sector economic challenges in the short term. In order to better support children, young people and families living with a disability who face challenges due to the current cost of living.

Expenditure	2025	2024	Annual movement
	£	£	£
Raising donations and legacies	1,669	3,968	(2,299)
Charitable activities	484,160	341,547	142,613
Support and governance costs	6,087	6,879	(79)
Total	491,196	352,394	139,522

Total expenditure for the year was £491,196 an increase of £139,522 (39.6%) from 2024. This was attributed predominantly to energy efficiency measures at the Hurst Road centre, salary increases to maintain real living wage principles and, an increase in service delivery.

The organisation ended the 2025 financial year with a cash balance of £436,712 (a reduction of £15,995 or 3.7%) on the final balance of £452,707 in 2024.

SPRINGBOARD PROJECT

Treasurer's Report
for the year ended 31 March 2025

It has been a challenging year across the non-profit sector. However, through effective financial controls, particularly around the variable costs associated with activities, combined with substantial income generation for the year, Springboard remains in a stable financial position, despite ending the year with a deficit of £22,816 (surplus of £78,545 in 2024).

Whilst Springboard has been able to maintain a healthy cash balance, it should be noted an element of the 2026 funding is not secured and funds may need to be made available if this income is not forthcoming. It remains crucial as we enter 2025/26, that finances are managed with the same degree of prudence. Rising costs remain an ongoing risk for the charity and whilst Springboard can mitigate some costs to a small degree through effective programming and resource allocation, it is imperative to ensure a strong financial basis to deal with ongoing challenges. The approach to this includes strong financial control, a proactive and successful approach to income raising and healthy reserves.

The organisation will need to continue to source funding from varied and diverse revenue streams and reduce financial risk.

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

SPRINGBOARD PROJECT

Report of the Trustees
for the year ended 31 March 2025

Objectives and Activities
Springboard has been providing services for children, young people and their families for over 30 years, and we pride ourselves on delivering a high quality, fun and inclusive provision. The following section provides an overview of our key services.

SEND Services
We offer supportive youth club services for young people age 6-30 years old, that are equal to that of their non-disabled and neurotypical peers, across West Sussex in Horsham, Crawley and Worthing.

Age 6-18 Groups: For children and young people with SEND aged 6-18 years living in Horsham, Crawley and Worthing we run sessions run in Horsham, Crawley, Worthing, and in both the local community and trips further afield. Running on Saturdays in term time and during school holiday, sessions offer opportunities to socialise, learn life skills, gain independence and make friends. Sessions are organised by age and support required.

Age 18-30 Groups: For young adults with SEND living in West Sussex, the group meets on a weekday evening during term time and various full days throughout the school holidays in Horsham or Crawley. Sessions focus on building life skills, independence, socialising and feeling connected to the community.

Volunteering and Employability: This pathway provides one-to-one support for young people with SEND to develop the skills and confidence to gain and maintain a job or volunteering opportunity. Sessions take place our inclusive centre in Horsham as well as out in the local community and covers topics such as how to write a CV, interview techniques, health and safety at work, professionalism as well as the opportunity to practise skills in a practical way.

Life Skills: This pathway provides the opportunity for SEND young people and adults to further develop their independence, confidence and abilities with everyday life skills, to increase their aspiration of living more independently. We offer an eight-week small group programme from our inclusive centre in Horsham, delivered by our friendly and supportive team. Topics covered include money handling skills, health and safety in the kitchen, planning and preparing a meal and home skills such as washing, making the bed and keeping your space tidy.

Transitions and Family Support: This pathway offers one-to-one support for children and young people with SEND when entering a period of transition or family crisis, such as moving schools, out of education or only attending for a reduced timetable, marital separation, moving from children to adults' services or in need of tailored short-term support. We offer a six-week programme at our inclusive centre in Horsham. Alongside the child or young person and their family we will work on short term goals in a fun, supportive and structured way.

Family Fun sessions: Springboard enjoys bringing the family together for a variety of fun, sensory and inclusive activities during key holidays in the year, such as our Christmas party and inclusive Santa's grotto.

Cooking sessions: There are several different courses and sessions to support the preparing and cooking of affordable and nutritious meals. Sessions are designed to provide a fun and supportive space to develop healthy relationships with food, build self-confidence, try new flavours, meal plan, grow independence, enhance teamwork and strengthen problem solving.

Stay and Play centre
Our centre in Horsham is an inclusive play centre designed for families with children aged 0-10, where all families are welcome. There are a range of play spaces to explore and enjoy, including soft play, sensory room, role play/dressing up, books, arts and crafts, spacious garden with inclusive, adapted play equipment, kitchen and accessible changing facilities. The centre enables parents to talk and learn from one another as well as encourage children to play with others. The centre aims to provide families with an inclusive, understanding and supportive environment, also providing information, guidance and signposting to other organisations.

Springboard continues to be a Warm Welcome space, where families are able to access a free, warm, safe and welcoming place during a weekly Stay and Play session, with a free hot drink.

Care Packages

Following on from overwhelming positive feedback from families we have continued to provide Christmas Care packages and a donation station, all year round at our Horsham centre, in response to the cost-of-living crisis. Supported by donations, especially those from the Hygiene Bank and Piccolo Foods we are able to provide toiletries, healthy baby and children's food, toys and books for free.

STRATEGIC REPORT

Achievements and performance

Springboard's Vision

A world of equality where all disabled children, young people and their families are able to reach their full potential.

Springboard's Mission

- Facilitate and offer advice and support to disabled children, young people and their families.
- Create environments and deliver services that develop identity and build self-esteem.
- Advocate and raise awareness on disability and the barriers associated.
- Enhance the physical and emotional wellbeing of disabled children, young people and their families.

Springboard's Values

Springboard has five core values which guide our actions and behaviours. We are:

Fun: We believe that you are able to achieve greater outcomes when people feel good about and enjoy themselves.
Passionate: We believe by supporting individuals we are able to create independence and enable people to reach their potential.
Inclusive: We believe that everyone regardless of their disability, need and background should be able to access high quality services and facilities.
Caring: We believe in listening, supporting and responding to each person's individual needs and circumstances.
Adaptable: We believe personalised, flexible services and approaches help develop choice, voice and opportunity.

Achievement and Performance

Throughout the year Springboard continued to provide vital services to children, young people and their families. As well as working to drive the long-term sustainability of Springboard for future generations.

We achieved 13,136 children, young people and parent/carer visits. This includes:
- 10,227 visits to inclusive stay and play sessions
- 1,679 attendees at our Short Breaks for children and young people with additional needs
- 1,121 attendees to our Stepping Stones services for children and young people with additional needs
- 109 attendees to our family events

As the turbulence and uncertainty that stemmed from the covid-19 pandemic is distanced, it is becoming more apparent just how many of our customers are experiencing material deprivation challenges amplified by the cost-of-living crisis. The demand for our services is becoming more and more prominent as we strive to continue to support families. The following section demonstrates Springboard's performance and highlights how we have furthered the organisation's mission.

Short Breaks

As part of the West Sussex County Council (WSCC) Short Breaks contract, Springboard delivered 7,237 session hours for 276 children. This is an increase of 1,087 hours since the previous year (2023/24). Despite the increase, we recognise the number of sessions, and their frequency remain insufficient for families. We continue to pursue further funding to make these sessions more frequent for families in response to their feedback.

Our families have said.
- "We're so grateful for the communication and transparency throughout the process. We always know where we stand, and the team keeps us informed every step of the way. It really helps us feel at ease."
- "The support has been incredible, and we've seen positive changes in our child's development thanks to the services provided. We're so thankful for all the resources and assistance we've received-it's made a big difference in our lives."
- "The team is compassionate, professional, and always willing to work with us to find the best solutions. It's clear they genuinely care about the families they support, and we feel very fortunate to have their help."
- "We have always felt like we were in good hands. The services have been very responsive to our needs, and we've seen real progress. Thank you for always being there for our family when we needed it most."

Stay and Play
Our inclusive centre continues to welcome families, with well attended sessions from not only local families but across East and West Sussex. In 24/25 there were 10,336 visits to our inclusive stay and play sessions and family events.

We have developed our free, themed craft and play activities throughout the year to provide further greater opportunities within the centre and utilise the garden space better. This has been driven by staff with support from our Volunteering and Employability students, researching activities that are fun and develop fine and gross motor skills. It also includes themed Halloween, Christmas and Easter activities which add to our stay and play offer, removing the financial barrier to accessing such events, giving all families the chance to meet Father Christmas and create special memories. For World Book Day and Halloween, we promoted the lending of our adapted and inclusive fancy-dress costumes to families, reducing the financial pressures that days like this can bring. We were joined by a Senior dental Nurse form the Sussex Community NHS Trust who shared tips on oral hygiene, provided free resources to families and gave great tips for supporting children with SEND on how to brush their teeth.

Last year we introduced the 'Warm Welcome' sessions, giving those that could benefit from a free Stay and Play session the chance every Friday during term time. These sessions were well attended, so we have continued to offer this as a permanent session every Friday.

We have seen a rise in lower income families accessing our Stay and Play services, so we endeavour to continue to support them the best we can.

Stepping Stones
Building on the first 18 months of this programme, sign up of these services continues to grow.

From September 2023-24 the Community pathway delivered 2,211 hours, with 523 attendances by children and young people across 138 sessions.

In the Volunteering and Employability pathway all 35 young people recorded an increase in their self-esteem, knowledge and understanding of the workplace. 78 percent gained further work or volunteering experience, further education or gained employment.

Twenty-three young people attended the Lifelong Learning pathway across five separate programmes totalling 520 hours delivery time. 96 per cent of young people noted an increase in their confidence to carry out tasks at home.
Finally, during the Transitions and Family Support pathway twenty children and young people were supported in reducing feelings of isolation and strengthen their overall mental health and wellbeing.

Feedback from families.
- "Springboard is a lifeline for our family; it gives my SEND child time with his peers and opportunities to try activities that are not always open to him as they are other children. It also gives our family to do things we cannot do when he is with us and give our other child time with her parents without us being distracted by looking after our son."
- "We were so happy that our son felt happy enough to attend the sessions, the staff made him feel so welcome. This is the first time he has attended services without us for a few years now."
- "Our Child has been struggling in school recently. He is having emotional outbursts and is unable to explain why. After working with the team, he has flourished. He is much happier and confident in himself, which school have also commented on. It has been a great service for our child to be a part of."

Care packages and donation stations
Due to the generosity of the local community, for a third year running we were able to offer Wellbeing Wishmas packages for local families containing a selection of cleaning products, toiletries, blankets, hot water bottles, cold weather clothing, toys and age specific gifts for the children. We continue to work closely with the Hygiene bank, Nestle and Piccolo Foods who provide essentials items for our donation station, available to everyone who attends the centre.

Public Benefit Reporting
The trustees confirm that they have complied with the duty in section 17 (5) of the Charities Act 2011 to have regard to the Charities Commission general guidance on public health, 'Charities and Public Benefit '. The trustees have taken due regard of the Charity Commission's guidance on public benefit while setting the objectives and reviewing the activities of the charity, as detailed above.

Research and Development

There has been a great emphasis on improving our communication and accessibility across all services. This has involved reviewing our safeguarding practices to be more inclusive, especially for children and young people. Around the centre there are posters showing who you can talk to if you're feeling worried and, for those who do not feel they can express this directly, the poster has a QR code that takes them to a very simple online form. We have also designed a Makaton-friendly version, as well as information reference cards for all staff and volunteers to keep alongside their name badge.

The core team have completed both Makaton Level 1 and 2 and are embedding this into every service in the charity. Springboard have joined the 'Makaton Aware' scheme and improved signage around the centre. This is supported with bespoke communication aids for staff lanyards and count down boards with lights.

We had 3 successful SEND coffee mornings for parent/carers which were started in early 2025. The sessions have been well attended and are run with staff members alongside volunteers with a different theme each session.

Big Refurbishment

In March 2025 we launched the Big Refurbishment campaign, to renovate our Hurst Road building. Despite the charities ethos of inclusivity this is not reflected in the building, with narrow doorways, tight turning circles and a high-level reception counter. In addition, rooms on the first and second floor are not well utilised. We are looking for a better way to use the space so that everyone can enjoy the services on offer and increase our service delivery capacity. We will also turn our attention to increasing the garden play value. Over the years different sections of the garden have received investment. This has resulted in a disjointed play area with poor flow. We are working to redesign the outside space, providing an enriching space in nature.

In the year, we were able to carry out several energy efficiencies totalling £46,676 which included, solar panels, air source heat pump, double and secondary glazing, trickle vents, cavity wall insultation, loft insultation, thermostatic radiator valves and floor insulation.

Financial review

Reserves policy

There are a variety of different income streams including, contracts, grants and donations. Although they are not new approaches for the organisation, funding is not guaranteed beyond the medium term and are therefore considered a risk by the board of trustees. Therefore, sufficient reserves mitigate against potential fluctuations and ensure Springboard's charitable objectives can be maintained should the charity be required to close. During this time, Springboard wish to ensure the obligation to disabled children, young people and their families, as well as the wider community, is met if existing sources of income are not secured.

Should there be an unexpected income shortfall the trustee board has considered the reserves to fund future operational projects and manage operational risks. Therefore, calculated reserves stand at £245,124 (6 months of 2025 expenditure on charitable activities). This duration is to cover staffing, redundancy and transitioning users to new services.

The trustee board also recognises Springboard's services can be capital intensive, with many or our charitable activities requiring the use of venues and in particular Springboard's Horsham premises. Whilst the building works for the refurbishment are taking place, funds are needed to cover external room hire to maintain services.

The reserves will and can only be built up from the unrestricted income. The level of reserves will be calculated and monitored every 3 months by the treasurer, with financial assistance if required, and will be presented and discussed by the trustee board.

This policy will be reviewed yearly (review date within the policy) and when there are significant changes.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 1 September 1992 and registered as a charity on the same date. 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. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Trustees. Under the requirements of the Memorandum and Articles of Association the members of the Board of Trustees are elected to serve for a period of three years after which they must be re-elected. All trustees gave their time voluntarily and received no benefits from the charity. Trustees meet every two months to review strategy and set implementation plans and budgets. Sub-groups may be called prior to meetings if needed and make recommendations to the Trustee Board.

Organisational structure

Our trustees come from a variety of professional and personal backgrounds relevant to the work of our charity. The Trustees delegate the day-to-day responsibilities for the provision of all operational activities, finances and fundraising to the CEO. The CEO in turn is responsible for ensuring that the charity delivers its front-line services and ensures that our aims, objectives and outcomes are met as key performance indicators. The Heads of Service have responsibility for the day-to-day operational management of their localities, engagement with their local communities, individual supervision of their staff team. Ensuring staff and volunteers develop their skills and working practices to provide the best possible experiences and opportunities for all customers.

Induction and training of new trustees

New trustees are recruited based on the skills and expertise needed by the Charity. All trustees are given training on governance and the responsibilities of being a trustee.

An induction pack is given to all new trustees which includes:
- Obligations as a trustee and company director
- Attendance and participation in board meetings
- Constitution Trustee Code of Conduct
- Trustee Guidelines
- Business plan
- Latest accounts of the charity
- Charity Commission publication - The Essential Trustee: What you need to know

In addition, trustees are encouraged to update their knowledge with newsletters from Charity Commission and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk management

The Board of Trustees is responsible for the management of the risks faced by the Charity. A risk register is in place which is reviewed by the Board. All areas of potential risk are fully discussed at trustee' meetings, with systems and procedures established to mitigate and manage those risks.

Systems, controls and procedures include strategic planning, budgeting, governance structure and lines of reporting, formal written policies (regularly reviewed and added to), authorisation and approval levels. Formal agendas and minutes are taken to accompany supporting documents for trustee meetings and the Trustee Safeguarding Lead carries out a Safeguarding audit which forms part of an annual review.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Pay policy

The pay of all staff is reviewed annually and any pay increase or rise in increment is made where the organisation can afford to. Independent review of salaries and local salary levels are sought where appropriate.

A transparent salary banding document dictates which band staff are in, and the increments that can be attained. Staff may be paid additional increments or bonuses for skills, qualifications, changes in legislation or service achievement with agreement from the Chair and Treasurer.

The salaries of the CEO, and any post where there may be a conflict of interest are set by the Chair and Treasurer with input from others as needed.

Employees and Volunteers

An enthusiastic staff team and fantastic volunteers underpin the charity. At the end of March 2025, the charity employed five full time staff, and five part time staff. The charity also employs 18 sessional staff who assist with the peaks and demands of charitable activities and service delivery. As of March 2025, there were 45 regular volunteers, who form a vital and much valued part of the charity, helping to ensure the effective delivery of services, maintain Springboard house and support at events.

After a full year of the Volunteer Coordinator in post, not only have volunteer number grown significantly, but the variety of volunteering roles has increased. This has been especially noticed through developing our links with local colleges and businesses. Our work experience programme has been reviewed to provide more regular opportunities, and we have introduced a supported work experience service for young people with SEND through our Stepping Stones programme.

These developments were celebrated alongside one young person winning the Permanent Smile Award at Horsham District Council's Volunteer Awards.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

02744192 (England and Wales)

Registered Charity number

1014270

Registered office

Springboard House
52 Hurst Road
Horsham
West Sussex
RH12 2EP

Trustees

A Vallon
R J Church
D Lethbridge
J Carnie
A Blick
S Pritchard
J S Wilson (appointed 16.7.24)

Independent Examiner

C Morey FCA ICAEW
Plus Accounting
Chartered Accountants
Preston Park House
South Road
Brighton
East Sussex
BN1 6SB

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 24 September 2025 and signed on the board's behalf by:

A Blick - Trustee

Independent Examiner's Report to the Trustees of Springboard Project

Independent examiner's report to the trustees of Springboard Project ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2025.

Responsibilities and basis of report
As the charity's 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 charity'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
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. 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
4. 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.

C Morey FCA ICAEW
The Institute of Chartered Accountants in England and Wales

Plus Accounting
Chartered Accountants
Preston Park House
South Road
Brighton
East Sussex
BN1 6SB

Date: 17 October 2025

SPRINGBOARD PROJECT

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31 March 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**137,327**	**252,556**	**389,883**	356,319
Charitable activities	5				
Income on charitable activities		**63,951**	**-**	**63,951**	56,087
Other trading activities	3	**6,679**	**-**	**6,679**	12,820
Investment income	4	**8,587**	**-**	**8,587**	5,713
Total		**216,544**	**252,556**	**469,100**	430,939
EXPENDITURE ON					
Raising funds	6	**1,306**	**363**	**1,669**	3,968
Charitable activities	7				
Income on charitable activities		**175,411**	**314,836**	**490,247**	348,426
Total		**176,717**	**315,199**	**491,916**	352,394
NET INCOME/(EXPENDITURE)		**39,827**	**(62,643)**	**(22,816)**	78,545
RECONCILIATION OF FUNDS					
Total funds brought forward		**489,894**	**143,501**	**633,395**	554,850
TOTAL FUNDS CARRIED FORWARD		**529,721**	**80,858**	**610,579**	633,395

The notes form part of these financial statements

SPRINGBOARD PROJECT

Statement of Financial Position
31 March 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Tangible assets	13	**146,130**	**37,716**	**183,846**	164,720
CURRENT ASSETS					
Debtors	14	**800**	**-**	**800**	23,725
Cash at bank		**393,568**	**43,144**	**436,712**	452,707
		394,368	**43,144**	**437,512**	476,432
CREDITORS					
Amounts falling due within one year	15	**(10,777)**	**(2)**	**(10,779)**	(7,757)
NET CURRENT ASSETS		**383,591**	**43,142**	**426,733**	468,675
TOTAL ASSETS LESS CURRENT LIABILITIES		**529,721**	**80,858**	**610,579**	633,395
NET ASSETS		**529,721**	**80,858**	**610,579**	633,395
FUNDS	16				
Unrestricted funds				**529,721**	489,894
Restricted funds				**80,858**	143,501
TOTAL FUNDS				**610,579**	633,395

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2025 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 24 September 2025 and were signed on its behalf by:

A Blick - Trustee

The notes form part of these financial statements

SPRINGBOARD PROJECT

Statement of Cash Flows
for the year ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	**13,469**	102,211
Net cash provided by operating activities		**13,469**	102,211
Cash flows from investing activities			
Purchase of tangible fixed assets		**(38,051)**	(3,554)
Interest received		**8,587**	5,713
Net cash (used in)/provided by investing activities		**(29,464)**	2,159
Change in cash and cash equivalents in the reporting period		**(15,995)**	104,370
Cash and cash equivalents at the beginning of the reporting period		**452,707**	348,337
Cash and cash equivalents at the end of the reporting period		**436,712**	452,707

The notes form part of these financial statements

Notes to the Statement of Cash Flows for the year ended 31 March 2025

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025	2024
	£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	**(22,816)**	78,545
Adjustments for:		
Depreciation charges	**18,925**	10,520
Interest received	**(8,587)**	(5,713)
Decrease in debtors	**22,925**	17,611
Increase in creditors	**3,022**	1,248
Net cash provided by operations	**13,469**	102,211

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24	Cash flow	At 31.3.25
	£	£	£
Net cash			
Cash at bank	**452,707**	**(15,995)**	**436,712**
	452,707	**(15,995)**	**436,712**
Total	**452,707**	**(15,995)**	**436,712**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation currency is the Pound (£) Sterling.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

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

Depreciation is provided at the following rates in order to write off each asset over its useful life;

Freehold buildings	2% per annum on cost
Fixtures, fittings and equipment	10 - 33% per annum on cost
Motor Vehicles	25% per annum on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the period of the lease.

continued...

2. DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£	£	£	£
Donations	**54,034**	**4,596**	**58,630**	45,810
Grants receivable	**83,293**	**247,960**	**331,253**	310,509
	137,327	**252,556**	**389,883**	356,319

3. OTHER TRADING ACTIVITIES

	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£	£	£	£
Room Hire	**6,679**	**-**	**6,679**	12,820

4. INVESTMENT INCOME

	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£	£	£	£
Interest	**8,587**	**-**	**8,587**	5,713

5. INCOME FROM CHARITABLE ACTIVITIES

	2025 Income on charitable activities	2024 Total activities
	£	£
Activities	**60,222**	**50,794**
Membership	**3,729**	**5,293**
	63,951	**56,087**

continued...

6. RAISING FUNDS

Raising donations and legacies

	Unrestricted funds	Restricted funds	**2025 Total funds**	2024 Total funds
	£	£	**£**	£
Travel	**964**	**-**	**964**	1,626
Publicity	**342**	**363**	**705**	2,342
	1,306	**363**	**1,669**	3,968

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Income on charitable activities	**484,160**	**6,087**	**490,247**

8. SUPPORT COSTS

	Governance costs
	£
Income on charitable activities	**6,087**

Support costs, included in the above, are as follows:

Governance costs

	2025 Income on charitable activities	2024 Total activities
	£	£
Accountancy fees	**4,483**	**4,719**
Legal fees	**1,604**	**2,160**
	6,087	**6,879**

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation - owned assets	**18,925**	10,520

continued...

10. TRUSTEES' REMUNERATION AND BENEFITS

No member of the board of trustees receives any remuneration or benefits or reimbursement of expenses.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

11. STAFF COSTS

	2024	2023
	£	£
Wages, Salaries and social security	214,008	224,113

The average monthly number of employees during the year was as follows:

	2024	2023
	FTE	FTE
Direct charitable activity	9	13

No employee received emoluments above £60,000 during the year.

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	105,611	250,708	356,319
Charitable activities			
Income on charitable activities	53,893	2,194	56,087
Other trading activities	12,820	-	12,820
Investment income	5,713	-	5,713
Total	178,037	252,902	430,939
EXPENDITURE ON			
Raising funds	2,529	1,439	3,968
Charitable activities			
Income on charitable activities	126,748	221,678	348,426
Total	129,277	223,117	352,394
NET INCOME	48,760	29,785	78,545
RECONCILIATION OF FUNDS			
Total funds brought forward	441,133	113,717	554,850
TOTAL FUNDS CARRIED FORWARD	489,893	143,502	633,395

continued...

13. TANGIBLE FIXED ASSETS

	Property	Fixtures and fittings	Motor vehicles	Totals
	£	£	£	£
COST				
At 1 April 2024	**216,158**	**309,832**	**56,450**	**582,440**
Additions	**-**	**38,051**	**-**	**38,051**
At 31 March 2025	**216,158**	**347,883**	**56,450**	**620,491**
DEPRECIATION				
At 1 April 2024	**69,169**	**292,101**	**56,450**	**417,720**
Charge for year	**2,882**	**16,043**	**-**	**18,925**
At 31 March 2025	**72,051**	**308,144**	**56,450**	**436,645**
NET BOOK VALUE				
At 31 March 2025	**144,107**	**39,739**	**-**	**183,846**
At 31 March 2024	146,989	17,731	-	164,720

Included in cost or valuation of land and buildings is freehold land of £72,053 which is not depreciated.

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade debtors	**-**	22,925
Other debtors	**800**	800
	800	23,725

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	**915**	520
Social security and other taxes	**4,579**	3,008
Accrued expenses	**5,285**	4,229
	10,779	7,757

continued...

16. MOVEMENT IN FUNDS

	At 1.4.24 £	Net movement in funds £	At 31.3.25 £
Unrestricted funds			
General fund	**489,894**	**39,827**	**529,721**
Restricted funds			
Capital works	**13,910**	**30,235**	**44,145**
West Sussex short breaks	**75,547**	**(69,604)**	**5,943**
Crawley House	**6,254**	**(1,454)**	**4,800**
Worthing 6-12 short breaks	**7,063**	**-**	**7,063**
Stepping Stones	**40,727**	**(21,820)**	**18,907**
	143,501	**(62,643)**	**80,858**
TOTAL FUNDS	**633,395**	**(22,816)**	**610,579**

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**216,544**	**(176,717)**	**39,827**
Restricted funds			
Capital works	**55,110**	**(24,875)**	**30,235**
West Sussex short breaks	**92,407**	**(162,011)**	**(69,604)**
Crawley House	**-**	**(1,454)**	**(1,454)**
Stepping Stones	**105,039**	**(126,859)**	**(21,820)**
	252,556	**(315,199)**	**(62,643)**
TOTAL FUNDS	**469,100**	**(491,916)**	**(22,816)**

continued...

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	441,133	48,761	489,894
Restricted funds			
Capital works	9,058	4,852	13,910
West Sussex short breaks	47,906	27,641	75,547
Crawley House	7,708	(1,454)	6,254
Worthing 6-12 short breaks	7,063	-	7,063
Stepping Stones	41,982	(1,255)	40,727
	113,717	29,784	143,501
TOTAL FUNDS	554,850	78,545	633,395

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	178,037	(129,276)	48,761
Restricted funds			
Capital works	7,194	(2,342)	4,852
West Sussex short breaks	141,848	(114,207)	27,641
Crawley House	-	(1,454)	(1,454)
Stepping Stones	103,860	(105,115)	(1,255)
	252,902	(223,118)	29,784
TOTAL FUNDS	430,939	(352,394)	78,545

The capital works fund represents a designated fund locked up in fixed assets which are needed for operational purposes, at their net book value as at the year end.

The lift project represents amounts received/expended on the construction of a lift at Springboard House.

The Sutton and West Sussex short breaks funds represents the amounts received to support the charity to run specific programmes for young disabled people.

The Worthing 6-12 short breaks fund represents the amounts received for respite care for children aged 6-12 years old with disabilities in the Worthing area.

The Sustainability and Development fund represents the amounts received for organisation fundraising and the development of services.

Crawley Centre fund represents the amounts received/expended in order to provide a second facility from which to expand the availability of the projects work, whilst the Crawley Centre has closed the assets included within this reserve were transferred to the Horsham site.

continued...

16. MOVEMENT IN FUNDS - continued

General Fund: Reserve - The general fund represents the net assets of the Charity that are not restricted to specific purposes.

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025.

18. ULTIMATE CONTROLLING PARTY

For both the current period and the previous year, the charitable company was under the control of the trustees.

SPRINGBOARD PROJECT

Detailed Statement of Financial Activities for the year ended 31 March 2025

	2025 £	2024 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	**58,630**	45,810
Grants receivable	**331,253**	310,509
	389,883	356,319
Other trading activities		
Room Hire	**6,679**	12,820
Investment income		
Interest	**8,587**	5,713
Charitable activities		
Activities	**60,222**	50,794
Membership	**3,729**	5,293
	63,951	56,087
Total incoming resources	**469,100**	430,939
EXPENDITURE		
Raising donations and legacies		
Travel	**964**	1,626
Publicity	**705**	2,342
	1,669	3,968
Charitable activities		
Salaries & National insurance	**354,444**	255,856
Activity schemes	**12,729**	9,403
Staff training and recruitment	**10,160**	6,620
Repairs, renewals and maintenance	**26,825**	5,765
Utilities & Insurance	**28,767**	25,327
Office costs	**24,982**	23,416
Travel	**7,328**	4,639
Depreciation	**18,925**	10,521
	484,160	341,547
Support costs		
Governance costs		
Accountancy fees	**4,483**	4,719
Legal fees	**1,604**	2,160
	6,087	6,879

SPRINGBOARD PROJECT

Detailed Statement of Financial Activities for the year ended 31 March 2025

	2025 £	2024 £
Total resources expended	**491,916**	352,394
Net (expenditure)/income	**(22,816)**	78,545

SPRINGBOARD PROJECT

England & Wales - Charity number 1014270

Accounts

REGISTERED COMPANY NUMBER: 02744192 (England and Wales)
REGISTERED CHARITY NUMBER: 1014270

Report of the Trustees and

Financial Statements for the Year Ended 31 March 2024

for

Springboard Project
(A Company Limited by Guarantee)

Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

Springboard Project

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Springboard Project

Chairman and CEO Reports
for the Year Ended 31 March 2024

Chair's Report

The UK, and the world, continues to be a challenging environment for children, young people and their families. The cost of living remains high, children's services remain under strain, and conflicts and instability around the world are adding to children's worries about the society they will inherit. Amid this difficult picture, it's more important than ever for young people to have somewhere to turn.

Springboard is on the front line, supporting children and young people struggling with anxiety and mental health issues, as well as increased pressure on family finances. After more than 30 years supporting children and young people with disabilities, we are well established within the local community, with a strong and trusted reputation for delivering high quality services. The need for Springboard services remains and we are now looking to ensure we can continue to support families for at least another 30 years. Therefore, in the coming year we will embark on a refurbishment of Springboard House.

Finally, the Board and I would like to extend our most sincere thanks to every one of our staff, volunteers, donors, supporters and partners whose unwavering support is critical in helping us support all children, young people and their families through inclusive play and SEND services.

Jill Carnie
Chair of Trustees

CEO's Report

Springboard's purpose has always been to enhance the lives of children, young people, and their families, particularly those living with a disability or life-limiting illness. Our purpose remains constant but how we accomplish it has developed. I'm delighted with the achievements from the last year. We have proudly witnessed children and young people growing in confidence, developing skills and advancing their independence.

However, as evidenced in the Sussex Community Foundation, Tackling Poverty Report, the families we support continue to struggle disproportionately. As well as the general health challenges associated with long-term illness and disability, there is strong evidence to suggest people with disabilities across Sussex are more likely to experience material deprivation challenges and worklessness, with 44.6% of working age people with a disability in employment, compared with 76.2% for those without a disability. This news really drove home to me the importance of Springboard's services.

The report that follows is an honest account of the achievements and challenges we have faced over the year. We're optimistic our services will continue to develop to meet the needs of the families we work with, and we look forward to learning as we continue this journey. I'm deeply grateful for the continued support of my leadership team, our Chair and Board of Trustees, who have all gone above and beyond in recent times. Finally, I want to thank our supporters, partners and donors for sharing our values and commitment to working together so more disabled children, young people and their families can reach their full potential.

Beth Coley
Chief Executive

Springboard Project

Treasurer's Report
for the Year Ended 31 March 2024

The following section provides a comprehensive and transparent summary of key financial movements, detailing Springboard Project's financial management strategies throughout the preceding year.

Income	2024	2023	Annual movement
	£	£	£
Donations	45,810	65,613	(19,803)
Contracts/Grants	310,509	244,988	65,621
Memberships/Activities	56,087	61,000	(4,913)
Other Income	18,533	17,107	1,426
Gain on sale of tangible fixed assets	-	11,773	(11,773)
Total	430,939	400,481	30,558

Total income for the year was £430,939, an increase of £30,558 (7%). This year the income from donations reduced by £19,803 and contracts/grants increased by £65,621.

Contracts and grants continue to be the largest income category, at £310,509 making up 72% of the annual income, an increase of £65,621 from the previous year. Whilst the critical, one off, short-term funding in response to the pandemic has subsided, Springboard continues to rely on grants and local authority contracts.

However, the £56,087 of income generated from membership/activities and £45,810 from donations, combined was £24,716 less than the previous year. This perhaps is reflective of the ongoing cost of living crisis, compounded by a reduction in monthly memberships for stay and play sessions, with customers opting to 'pay as you go', rather than opt for unlimited usage.

Developing the diversity of Springboard's income streams continues to be a focus for the organisation to reduce contract/grant dependence and protection from market fluctuations. Springboard's healthy position, regarding reserves and cash balances, will help the organisation to meet the evolving charity sector income challenges in the short term, as well as to support children, young people and families living with a disability facing challenges due to the current cost of living.

Expenditure	2024	2023	Annual movement
	£	£	£
Raising donations and legacies	3,969	2,317	1,652
Charitable activities	341,547	341,742	(195)
Support and governance costs	6,879	9,227	(2,348)
Total	352,394	353,286	(892)

Total expenditure for the year was £352,394 a decrease of £892 (0.2%) from 2023.

The trustees recognise the significance of staff and volunteers in driving the mission of the charity. Following a pay and benefits review in 22/23 several changes were made to best demonstrate their value and invest in their development. In April 2023 Springboard became a real living wage employer as the first of a series of steps to enable better recruitment and retention of the workforce.

The organisation ended the 2024 financial year with a cash balance of £452,706 (£348,337 in 2023). Whilst 2024 has been another year of challenges, financially and otherwise, through effective financial controls, particularly around the variable costs associated with activities, combined with positive income generation for the year, Springboard recorded a surplus of £78,545 (£47,195 in 2023).

Springboard Project

Treasurer's Report
for the Year Ended 31 March 2024

Whilst Springboard has been able to maintain a healthy cash balance, it should be noted much of the 2024 funding remains in the balance and funds may need to be made available if income is not secured. It remains crucial as we enter 2024/25, that finances are managed with the same degree of prudence to effectively mitigate the risks associated with inflation, particularly energy costs. Whilst Springboard can mitigate this exposure to a degree, through effective programming and resource allocation (such as intention to invest in green energy), it is imperative to ensure a strong financial basis to deal with ongoing challenges.

Therefore, funds over the next 12 months remain vital to ensure service continuity is maintained. The organisation will need to continue to source funding from varied and diverse revenue streams and reduce financial risk operationally, particularly with observed rising demand and rising costs across the board.

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

Springboard has been providing services for children, young people and their families for over 30 years, and we pride ourselves on delivering a high quality, fun and inclusive provision. The following section provides an overview of our key services.

SEND Services

We offer supportive youth club services across West Sussex in Horsham, Crawley and Worthing, taking referrals from aged 6 up to 30 years.

Age 6-18 Groups - For children and young people with SEND aged 6-18 years living in Horsham, Crawley and Worthing we run sessions run in Horsham, Crawley, Worthing, and in both the local community and trips further afield. Running on Saturdays in term time and during school holidays, sessions offer opportunities to socialise, learn life skills, gain independence and make friends. Sessions are organised by age and support required.

Age 18-30 Groups - for young adults with SEND living in West Sussex, the group meets on a weekday evening during term time and various full days throughout the school holidays in Horsham or Crawley. Sessions focus on building life skills, independence, socialising and feeling connected to the community.

Volunteering and Employability - This pathway provides one-to-one support for young people with SEND to develop the skills and confidence to gain and maintain a job or volunteering opportunity. Sessions take place our inclusive centre in Horsham as well as out in the local community and cover topics such as how to write a CV, interview techniques, health and safety at work, professionalism as well as the opportunity to practise skills in a practical way.

Life Skills - This pathway provides the opportunity for SEND young people and adults to further develop their independence, confidence and abilities with everyday life skills, to increase their aspiration of living more independently. We offer an eight-week small group programme from our inclusive centre in Horsham, delivered by our friendly and supportive team. Topics covered include money handling skills, health and safety in the kitchen, planning and preparing a meal and home skills such as washing, making the bed and keeping your space tidy.

Transitions and Family Support - This pathway offers one-to-one support for children and young people with SEND when entering a period of transition or family crisis, such as moving schools, out of education or only attending for a reduced timetable, marital separation, moving from children to adults' services or in need of tailored short-term support. We offer a six-week programme at our inclusive centre in Horsham. Alongside the child or young person and their family we will work on short term goals in a fun, supportive and structured way.

Family Fun sessions - Springboard enjoys bringing the family together for a variety of fun, sensory and inclusive activities during key holidays in the year, such as our Christmas party and inclusive Santa's grotto.

Stay and Play centre

Our centre in Horsham is an inclusive play centre designed for families with children aged 0-10, where all families are welcome. There are a range of play spaces to explore and enjoy, including soft play, sensory room, role play/dressing up, books, arts and crafts, spacious garden with inclusive, adapted play equipment, kitchen and accessible changing facilities. The centre enables parents to talk and learn from one another as well as encourage children to play with others. The centre aims to provide families with an inclusive, understanding and supportive environment, also providing information, guidance and signposting to other organisations.

Care Packages

Following on from overwhelming positive feedback from families we have continued to provide Christmas Care packages and a donation station, all year round at our Horsham centre, in response to the cost-of-living crisis. Supported by donations, especially those from the Hygiene Bank and Piccolo Foods we are able to provide toiletries, healthy baby and children's food, toys and books for free. In October 2023 Springboard House became a Warm Welcome Space, where families are able to access a free, warm, safe and welcoming place during a weekly Stay and Play session, with a free hot drink.

STRATEGIC REPORT

Achievement and performance

Springboard's Vision

A world of equality where all disabled children, young people and their families are able to reach their full potential.

Springboard's Mission

- Facilitate and offer advice and support to disabled children, young people and their families.
- Create environments and deliver services that develop identity and build self-esteem.
- Advocate and raise awareness on disability and the barriers associated.
- Enhance the physical and emotional wellbeing of disabled children, young people and their families.

Springboard's Values

Springboard has five core values which underpin and guide the way we work in all that we do.

We are:

Passionate: We believe by supporting individuals we are able to create independence and enable people to reach their potential.
Fun: We believe that you are able to achieve greater outcomes when people feel good about and enjoy themselves.
Caring: We believe in listening, supporting and responding to each person's individual needs and circumstances.
Inclusive: We believe that everyone regardless of their disability, need and background should be able to access high quality services and facilities.
Adaptable: We believe personalised, flexible services and approaches help develop choice, voice and opportunity.

Achievement and Performance

As the turbulence and uncertainty that stemmed from the covid-19 pandemic is distanced, it is becoming more apparent just how many of our customers are experiencing material deprivation challenges amplified by the cost-of-living crisis. The demand for our services is becoming more and more prominent as we strive to continue to support families.

Springboard's services assist with many of the challenges children, young people, and their families, especially those living with a disability encounter. This includes supporting them to be part of their community by providing a range of engaging activities, sessions and programmes that are equal to that of their non-disabled and neurotypical peers.

This year Springboard recorded 12,772 children, young people and parent/carer visits. That includes:
- 1,664 attendees at our services for children and young people with additional needs
- 10,949 visits to inclusive stay and play sessions
- 159 people attended family events

The following section considers Springboard's performance and highlights how we have furthered the organisation's mission.

Short Breaks

This was the first year of the new West Sussex County Council (WSCC) Short Breaks contract in which Springboard delivered 170 sessions, with 1,320 children and young people attendances totalling 5,524 hours for 100 families, which exceeded the contracted delivery hours. In the year the number of children and young people registered for Springboard's short breaks doubled. In our annual contracts review meeting WSCC Officers said.

'Springboard has reported excellent delivery across all lots and have overdelivered in several of these lots.

They use extensive ways of gathering feedback to ensure that CYP and their parents carers are actively contributing to the way in which the sessions are run and activities planned. They ensure that the ways in which feedback is gathered is accessible for all using various methods such as visuals and technology-based input.

It is evident that Springboard have worked hard to adapt to the new contract and have created a provision that delivers well on all KPIs. The feedback which has been received from the recent Short Breaks survey and directly to Springboard shows that their primary focus is on the CYP that attend their sessions'.

However, we recognise the number of sessions, and their frequency is insufficient for families. In response and due to the positive delivery and take up of services, Springboard was able to draw down further funding from WSCC for additional holiday provision over Christmas holidays and February half term. We continue to pursue further funding to make these sessions more frequent for families in response to their feedback in the coming year.

The decision was made to close Springboard's Sutton services in May 2023 due to the reduction in new referrals in which longstanding members have moved from a 12-18-year-olds short breaks group into an 18+ transition group, which is not funded. As part of the exit strategy, the team worked with the young people, their families and commissioners to support the smooth exit of services and transition to other local services that operate in the area.

In January 2024, West Sussex County Council opened a new tender under the Short Breaks contract for innovative, pilot services. We were successful in applying and have been awarded £9,500 for 2024/25. The funding will provide short courses for families to experience world kitchen cooking sessions in the autumn term of 2024 and spring term of 2025. These sessions are designed to support the whole family preparing food, cooking and then having the option to either stay and eat their meal together with the other families or take it home. The aim of the sessions is to involve the whole family in the cooking process, whilst creating meals that are affordable and nutritious.

Stay and Play
Our inclusive centre continues to welcome families, with well attended sessions from not only local families but across East and West Sussex. In 23/24 there were 10,949 visits to our inclusive stay and play sessions.

Summer continues to be our busiest time of year, with many days reaching capacity. Therefore, we trialled Saturday morning sessions and going forwards we will look for further funding to offer these sessions more permanently.

Working in partnership has developed this year with Horsham library running free sensory story time, alongside drop-in sessions with Mess and Me. We've been joined by a senior dental nurse from Sussex Community NHS Trust, sharing tips on oral hygiene and giving free resources to families, as well as open days to promote local facilities and groups. For World Book Day we promoted lending our fancy-dress costumes out to the public with the aim of reducing the financial pressures that days like this can bring.

Stepping Stones
After a successful recruitment and implementation of our new Stepping Stones programme the first full year figures identified just how much this service is needed. From September 2022-23 the Community pathway delivered 2,191 hours, with 504 children and young people attendance across 138 sessions. Twenty-five young people attended the Lifelong Learning pathway across five separate programmes totalling 600 hours delivery time. In the Volunteering and Employability pathway all 40 young people recorded an increase in their workplace confidence, with 60 per cent of them gaining either employment, or volunteering or further education. Finally, the Transitions and Family Support pathway supported twenty-one children and young people in identifying and understanding their emotions, working on techniques to regulate them.

Care packages and donation stations
Due to the generosity of the local community donating at Swan Walk Shopping Centre's Christmas installation, we were able to put together 30 wellbeing packages for local families containing a selection of cleaning products, toiletries, blankets, hot water bottles, cold weather clothing, toys and age specific gifts for the children. We continue to work closely with the Hygiene bank and Piccolo Foods who provide essentials items for our donation station, available to everyone who attends the centre.

Public Benefit Reporting
The trustees confirm that they have complied with the duty in section 17 (5) of the Charities Act 2011 to have regard to the Charities Commission general guidance on public health, 'Charities and Public Benefit '. The trustees have taken due regard of the Charity Commission's guidance on public benefit while setting the objectives and reviewing the activities of the charity, as detailed above.

Research and Development

For Springboard it has been a year of acknowledging the significance of the organisation's work over the last 30 years and looking at how our services could develop to further meet the challenges of the community we serve. We have spoken to children, young people and families about our services and the venue, as well as staff and volunteers about the challenges they face and the potential for our services. We recognise the significance of having a bespoke venue, but it needs adapting to accommodate all our customers in a welcoming and inclusive space, enabling us to provide more opportunities to families so they can live fulfilling and aspirational lives. Therefore, we have identified a three-phase building renovation programme which we will start to fundraise for in the next financial year.

- The charity operates from its base in Horsham, a converted Victorian house (52 Hurst road, RH12 2EP). Despite the charities ethos of inclusivity this is not reflected in the building, with narrow doorways and corridors, tight turning circles and a high-level reception counter. In addition, rooms on the first and second floor are not well utilised. We are looking for a better way to use the space so that everyone can enjoy the services on offer and increase our service delivery capacity.

- Greater energy efficiency - the building is cold in the winter and hot in the summer, with poor airflow and expensive utility bills. We are looking at ways to improve the energy efficiency of the building and reduce our carbon footprint.

- Greater garden play value - over the years different sections of the garden have received investment. This has resulted in a disjointed play area with poor flow. We are working to redesign the outside space, providing an enriching space in nature.

In addition to these larger scale renovations, we have focused on improving Springboard's communication and accessibility. This started with a website redesign, and we are now looking to improve communication within the centre and across services through the use of PECS and visual timetables, as well as Makaton training for all core staff.

Financial review Reserves

The organisation ended the 2024 financial year with a cash balance of £452,707 (an increase of £104,370 on 2023). The increase in the cash balance does not equate with the in-year surplus of £78,545 due to debtors at accounting period close.

This cash balance increase is primarily due to an increase in grants which directly support the delivery of services, allowing for unrestricted funds to build upon the organisations strong foundations to continue to provide future committed services. The organisation will however need to continue to source funding from varied revenue streams and reduce exposure to risk, particularly as we continue to see both rising demand as well as rising costs.

STRATEGIC REPORT

Financial review

Reserves

Financial Review - Reserves policy

There are a variety of different income streams including, contracts, grants and donations. Although they are not new approaches for the organisation, funding is not guaranteed beyond the medium term and are therefore considered a risk by the board of trustees. Therefore, sufficient reserves mitigate against potential fluctuations and ensure Springboard's charitable objectives can be maintained should the charity be required to close. During this time, Springboard wish to ensure the obligation to disabled children, young people and their families, as well as the wider community, is met if existing sources of income are not secured.

To ensure the risk of Springboard's closure is managed and mitigated, should income reduce or not be secured, the trustee board has agreed to maintain unrestricted financial reserves for a period of six months operating costs, as well us funds available in the event of redundancy. Therefore, calculated reserves stand at £268,082. This duration is considered sufficient to enable Springboard to safe guard the organisation going forward against key risks, such as competition for funding and rising costs.

The trustee board also recognises Springboard's services can be capital intensive, with many charitable activities requiring the use of venues and in particular Springboard's Horsham premises. The building is over 100 years old and was not purpose built. Repairs and general maintenance results in an increase of operating costs each year. A surveyor's report also highlighted several major works that will need completing over the next 5 years. Therefore, Springboard plans to launch a major capital fundraising appeal in 24/25 to carry out much needed renovation and repair work, whilst safeguarding the building for future services.

The reserves will and can only be built up from the unrestricted income. The level of reserves will be calculated and monitored every 3 months by the treasurer, with financial assistance if required, and will be presented and discussed by the trustee board.

This policy will be reviewed yearly (review date within the policy) and when there are significant changes.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 1 September 1992 and registered as a charity on the same date. 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. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Trustees. Under the requirements of the Memorandum and Articles of Association the members of the Board of Trustees are elected to serve for a period of three years after which they must be re-elected. All trustees gave their time voluntarily and received no benefits from the charity. Trustees meet every two months to review strategy and set implementation plans and budgets. Sub-groups may be called prior to meetings if needed and make recommendations to the Trustee Board. The trustees hold an Annual General Meeting to which members, their families, and professionals are invited.

Organisational structure

Our trustees come from a variety of professional and personal backgrounds relevant to the work of our charity. The Trustees delegate the day-to-day responsibilities for the provision of all operational activities, finances and fundraising to the CEO. The CEO in turn is responsible for ensuring that the charity delivers its front-line services and ensures that our aims, objectives and outcomes are met as key performance indicators. The Heads of Service have responsibility for the day-to-day operational management of their localities, engagement with their local communities, individual supervision of their staff team. Ensuring staff and volunteers develop their skills and working practices to provide the best possible experiences and opportunities for all customers.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

New trustees are recruited based on the skills and expertise needed by the Charity. All trustees are given training on governance and the responsibilities of being a trustee.
An induction pack is given to all new trustees which includes:

- Obligations as a trustee and company director
- Attendance and participation in Board Meetings
- The Constitution Trustee Code of Conduct
- Trustee Guidelines
- The Business Plan
- The latest accounts of the Charity
- Charity Commission publication - The Essential Trustee: What you need to know.

In addition, trustees are encouraged to update their knowledge with newsletters from Charity Commission and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk management

The Board of Trustees is responsible for the management of the risks faced by the Charity. A risk register is in place which is reviewed by the Board. All areas of potential risk are fully discussed at trustee' meetings, with systems and procedures established to mitigate and manage those risks.

Systems, controls and procedures include strategic planning, budgeting, governance structure and lines of reporting, formal written policies (regularly reviewed and added to), authorisation and approval levels. Formal agendas and minutes are taken to accompany supporting documents for trustee meetings and the Trustee Safeguarding Lead carries out a Safeguarding audit which forms part of an annual review.

Pay policy

The salaries of the CEO, and any post where there may be a conflict of interest are set by the Chair and Treasurer with input from others as needed.

Independent review of salaries and local salary levels are sought where appropriate.

The pay of all staff is reviewed annually and any pay increase or up rise in increment is made where the organisation is able to afford to.

A transparent salary banding document dictates which band staff are in, and the increments that can be attained. Staff may be paid additional increments or bonuses for particular skills, qualifications, changes in legislation or service achievement with agreement from the Chair and Treasurer.

Employees and Volunteers

An enthusiastic staff team and fantastic volunteers underpin the charity. At the end of March 2024, the charity employed six full time staff, and five part time staff. The charity also employs 30 sessional staff who assist with the peaks and demands of charitable activities and service delivery.

As of March 2024, there were 12 regular volunteers, who form a vital and much valued part of the charity, helping to ensure the effective delivery of services, maintain Springboard house and support at events. Reports from NCVO (Time Well Spent 2023) and Charities Aid Foundation (the UK Giving Report) show a 48% fall in the number of people raising money or taking part in sponsored events from 11% in 2016 to 6% in 2023; a drop of 1.6million in those who have volunteered over the same period, and a 7% drop in people organising or helping run an activity. Therefore, this year we have introduced a new part time Volunteer Coordinator role to recruit and nurture the volunteers who provide their time across our services.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

02744192 (England and Wales)

Registered Charity number

1014270

Registered office
Springboard House
52 Hurst Road
Horsham
West Sussex
RH12 2EP

Trustees
A Vallon
G Cockwill
R J Church
D Lethbridge
J Carnie
A Blick (appointed 24.1.24)
S Pritchard (appointed 24.2.24)

Independent Examiner
P R Collins FCA ICAEW
Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on .....9.12.24..... and signed on the board's behalf by:

.....J Carnie.....
J Carnie - Trustee

Independent Examiner's Report to the Trustees of Springboard Project

Independent examiner's report to the trustees of Springboard Project ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

Responsibilities and basis of report
As the charity's 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').

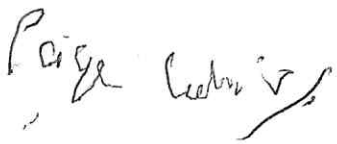
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). 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
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. 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
4. 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.



P R Collins FCA ICAEW
The Institute of Chartered Accountants in England and Wales

Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

Date: .....

Springboard Project

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2024

	Notes	Unrestricted fund £	Restricted funds £	**31.3.24 Total funds £**	31.3.23 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**105,611**	**250,708**	**356,319**	310,601
Charitable activities	5				
Income on charitable activities		**53,893**	**2,194**	**56,087**	61,000
Other trading activities	3	**12,820**	**-**	**12,820**	15,800
Investment income	4	**5,713**	**-**	**5,713**	1,307
Other income		**-**	**-**	**-**	11,773
Total		**178,037**	**252,902**	**430,939**	400,481
EXPENDITURE ON					
Raising funds	6	**2,529**	**1,439**	**3,968**	2,317
Charitable activities	7				
Income on charitable activities		**126,748**	**221,678**	**348,426**	350,969
Total		**129,277**	**223,117**	**352,394**	353,286
NET INCOME		**48,760**	**29,785**	**78,545**	47,195
RECONCILIATION OF FUNDS					
Total funds brought forward		**441,133**	**113,717**	**554,850**	507,655
TOTAL FUNDS CARRIED FORWARD		**489,893**	**143,502**	**633,395**	554,850

The notes form part of these financial statements

Springboard Project

Statement of Financial Position
31 March 2024

	Notes	Unrestricted fund £	Restricted funds £	**31.3.24 Total funds £**	31.3.23 Total funds £
FIXED ASSETS					
Tangible assets	13	**154,570**	**10,150**	**164,720**	171,686
CURRENT ASSETS					
Debtors	14	**799**	**22,926**	**23,725**	41,336
Cash at bank		**342,282**	**110,425**	**452,707**	348,337
		343,081	**133,351**	**476,432**	389,673
CREDITORS					
Amounts falling due within one year	15	**(7,757)**	**-**	**(7,757)**	(6,509)
NET CURRENT ASSETS		**335,324**	**133,351**	**468,675**	383,164
TOTAL ASSETS LESS CURRENT LIABILITIES		**489,894**	**143,501**	**633,395**	554,850
NET ASSETS		**489,894**	**143,501**	**633,395**	554,850
FUNDS	16				
Unrestricted funds				**489,894**	441,133
Restricted funds				**143,501**	113,717
TOTAL FUNDS				**633,395**	554,850

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on ..... 9.12.24 ..... and were signed on its behalf by:

..... J.M. Carnie .....
J Carnie - Trustee

The notes form part of these financial statements

Springboard Project

Statement of Cash Flows
for the Year Ended 31 March 2024

	Notes	31.3.24 £	31.3.23 £
Cash flows from operating activities			
Cash generated from operations	1	**102,211**	13,023
Net cash provided by operating activities		**102,211**	13,023
Cash flows from investing activities			
Purchase of tangible fixed assets		**(3,554)**	(11,958)
Sale of tangible fixed assets		**-**	11,773
Interest received		**5,713**	1,307
Net cash provided by investing activities		**2,159**	1,122
Change in cash and cash equivalents in the reporting period		**104,370**	14,145
Cash and cash equivalents at the beginning of the reporting period		**348,337**	334,192
Cash and cash equivalents at the end of the reporting period		**452,707**	348,337

The notes form part of these financial statements

Notes to the Statement of Cash Flows for the Year Ended 31 March 2024

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.24	31.3.23
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	**78,545**	47,195
Adjustments for:		
Depreciation charges	**10,521**	16,015
Profit on disposal of fixed assets	**-**	(11,773)
Interest received	**(5,713)**	(1,307)
expenditure-reconciling items	**(1)**	184
Decrease/(increase) in debtors	**17,611**	(37,291)
Increase in creditors	**1,248**	-
Net cash provided by operations	**102,211**	13,023

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23	Cash flow	**At 31.3.24**
	£	£	**£**
Net cash			
Cash at bank	**348,337**	**104,370**	**452,707**
	348,337	**104,370**	**452,707**
Total	**348,337**	**104,370**	**452,707**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation currency is the Pound (£) Sterling.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

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

Depreciation is provided at the following rates in order to write off each asset over its useful life;

Freehold buildings	2% per annum on cost
Fixtures, fittings and equipment	10 - 33% per annum on cost
Motor Vehicles	25% per annum on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the period of the lease.

2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	**31.3.24 Total funds £**	31.3.23 Total funds £
Donations	**45,810**	**-**	**45,810**	65,613
Grants receivable	**59,801**	**250,708**	**310,509**	244,988
	105,611	**250,708**	**356,319**	310,601

3. OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	**31.3.24 Total funds £**	31.3.23 Total funds £
Room Hire	**12,820**	**-**	**12,820**	15,800

4. INVESTMENT INCOME

	Unrestricted funds £	Restricted funds £	**31.3.24 Total funds £**	31.3.23 Total funds £
Interest	**5,713**	**-**	**5,713**	1,307

5. INCOME FROM CHARITABLE ACTIVITIES

	31.3.24 Income on charitable activities £	31.3.23 Total activities £
Activities	**50,794**	**53,193**
Membership	**5,293**	**7,807**
	56,087	**61,000**

6. RAISING FUNDS

Raising donations and legacies

	Unrestricted funds	Restricted funds	**31.3.24 Total funds**	31.3.23 Total funds
	£	£	**£**	£
Travel	**1,614**	**12**	**1,626**	1,500
Publicity	**915**	**1,427**	**2,342**	817
	2,529	**1,439**	**3,968**	2,317

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Income on charitable activities	**341,547**	**6,879**	**348,426**

8. SUPPORT COSTS

	Governance costs
	£
Income on charitable activities	**6,879**

Support costs, included in the above, are as follows:

Governance costs

	31.3.24 Income on charitable activities	31.3.23 Total activities
	£	£
Accountancy fees	**4,719**	**3,750**
Legal fees	**2,160**	**5,477**
	6,879	**9,227**

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.24	31.3.23
	£	£
Depreciation - owned assets	**10,520**	16,199
Surplus on disposal of fixed assets	**-**	(11,773)

10. TRUSTEES' REMUNERATION AND BENEFITS

No member of the board of trustees receives any remuneration or benefits or reimbursement of expenses.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

11. STAFF COSTS

	2024	2023
	£	£
Wages, Salaries and social security	214,008	224,113

The average monthly number of employees during the year was as follows:

	2024	2023
	FTE	FTE
Direct charitable activity	9	13

No employee received emoluments above £60,000 during the year.

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	198,448	112,153	310,601
Charitable activities			
Income on charitable activities	57,549	3,451	61,000
Other trading activities	15,800	-	15,800
Investment income	1,307	-	1,307
Other income	11,773	-	11,773
Total	284,877	115,604	400,481
EXPENDITURE ON			
Raising funds	2,288	29	2,317
Charitable activities			
Income on charitable activities	279,127	71,842	350,969
Total	281,415	71,871	353,286
NET INCOME	3,462	43,733	47,195
RECONCILIATION OF FUNDS			
Total funds brought forward	437,671	69,984	507,655
TOTAL FUNDS CARRIED FORWARD	441,133	113,717	554,850

13. TANGIBLE FIXED ASSETS

	Property	Fixtures and fittings	Motor vehicles	Totals
	£	£	£	£
COST				
At 1 April 2023	**216,158**	**306,278**	**79,445**	**601,881**
Additions	**-**	**3,554**	**-**	**3,554**
Disposals	**-**	**-**	**(22,995)**	**(22,995)**
At 31 March 2024	**216,158**	**309,832**	**56,450**	**582,440**
DEPRECIATION				
At 1 April 2023	**66,287**	**284,463**	**79,445**	**430,195**
Charge for year	**2,882**	**7,638**	**-**	**10,520**
Eliminated on disposal	**-**	**-**	**(22,995)**	**(22,995)**
At 31 March 2024	**69,169**	**292,101**	**56,450**	**417,720**
NET BOOK VALUE				
At 31 March 2024	**146,989**	**17,731**	**-**	**164,720**
At 31 March 2023	149,871	21,815	-	171,686

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade debtors	**22,925**	40,536
Other debtors	**800**	800
	23,725	41,336

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade creditors	**520**	1
Social security and other taxes	**3,008**	3,008
Accrued expenses	**4,229**	3,500
	7,757	6,509

16. MOVEMENT IN FUNDS

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	**441,133**	**48,761**	**489,894**
Restricted funds			
Capital works	**9,058**	**4,852**	**13,910**
West Sussex short breaks	**47,906**	**27,641**	**75,547**
Crawley House	**7,708**	**(1,454)**	**6,254**
Worthing 6-12	**7,063**	**-**	**7,063**
Stepping Stones	**41,982**	**(1,255)**	**40,727**
	113,717	**29,784**	**143,501**
TOTAL FUNDS	**554,850**	**78,545**	**633,395**

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**178,037**	**(129,276)**	**48,761**
Restricted funds			
Capital works	**7,194**	**(2,342)**	**4,852**
West Sussex short breaks	**141,848**	**(114,207)**	**27,641**
Crawley House	**-**	**(1,454)**	**(1,454)**
Stepping Stones	**103,860**	**(105,115)**	**(1,255)**
	252,902	**(223,118)**	**29,784**
TOTAL FUNDS	**430,939**	**(352,394)**	**78,545**

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	437,671	3,462	441,133
Restricted funds			
Capital works	9,537	(479)	9,058
West Sussex short breaks	42,430	5,476	47,906
Crawley House	5,814	1,894	7,708
Worthing 6-12	11,247	(4,184)	7,063
Sustainability and development	956	(956)	-
Stepping Stones	-	41,982	41,982
	69,984	43,733	113,717
TOTAL FUNDS	507,655	47,195	554,850

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	284,877	(281,415)	3,462
Restricted funds			
Capital works	-	(479)	(479)
West Sussex short breaks	29,200	(23,724)	5,476
Crawley House	4,800	(2,906)	1,894
Worthing 6-12	-	(4,184)	(4,184)
Sustainability and development	-	(956)	(956)
Stepping Stones	81,604	(39,622)	41,982
	115,604	(71,871)	43,733
TOTAL FUNDS	400,481	(353,286)	47,195

The capital works fund represents a designated fund locked up in fixed assets which are needed for operational purposes, at their net book value as at the year end.

The lift project represents amounts received/expended on the construction of a lift at Springboard House.

The Sutton and West Sussex short breaks funds represents the amounts received to support the charity to run specific programmes for young disabled people.

The Worthing 6-12 short breaks fund represents the amounts received for respite care for children aged 6-12 years old with disabilities in the Worthing area.

The Sustainability and Development fund represents the amounts received for organisation fundraising and the development of services.

16. MOVEMENT IN FUNDS - continued

Crawley Centre fund represents the amounts received/expended in order to provide a second facility from which to expand the availability of the projects work, whilst the Crawley Centre has closed the assets included within this reserve were transferred to the Horsham site.

General Fund: Reserve - The general fund represents the net assets of the Charity that are not restricted to specific purposes.

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2024.

18. ULTIMATE CONTROLLING PARTY

For both the current period and the previous year, the charitable company was under the control of the trustees.

Detailed Statement of Financial Activities for the Year Ended 31 March 2024

	31.3.24 £	31.3.23 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	**45,810**	65,613
Grants receivable	**310,509**	244,988
	356,319	310,601
Other trading activities		
Room Hire	**12,820**	15,800
Investment income		
Interest	**5,713**	1,307
Charitable activities		
Activities	**50,794**	53,193
Membership	**5,293**	7,807
	56,087	61,000
Other income		
Gain on sale of tangible fixed assets	**-**	11,773
Total incoming resources	**430,939**	400,481
EXPENDITURE		
Raising donations and legacies		
Travel	**1,626**	1,500
Publicity	**2,342**	817
	3,968	2,317
Charitable activities		
Salaries & National insurance	**255,856**	230,241
Activity schemes	**9,403**	15,678
Staff training and recruitment	**6,620**	9,116
Repairs, renewals and maintenance	**5,765**	21,446
Utilities & Insurance	**25,327**	21,938
Office costs	**23,416**	19,484
Travel	**4,639**	7,824
Depreciation	**10,521**	16,015
	341,547	341,742
Support costs		
Governance costs		
Accountancy fees	**4,719**	3,750
Carried forward	**4,719**	3,750

Detailed Statement of Financial Activities for the Year Ended 31 March 2024

	31.3.24	31.3.23
	£	£
Governance costs		
Brought forward	**4,719**	3,750
Legal fees	**2,160**	5,477
	6,879	9,227
Total resources expended	**352,394**	353,286
Net income	**78,545**	47,195

SPRINGBOARD PROJECT

England & Wales - Charity number 1014270

Accounts

REGISTERED COMPANY NUMBER: 02744192 (England and Wales)
REGISTERED CHARITY NUMBER: 1014270

Report of the Trustees and

Financial Statements for the Year Ended 31 March 2023

for

Springboard Project
(A Company Limited by Guarantee)

Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

Springboard Project

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for the Year Ended 31 March 2023

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Springboard Project

Chairman and CEO Reports
for the Year Ended 31 March 2023

Chair's Report

Over the past year the UK has faced significant political and social turmoil, with the cost-of-living crisis increasing stress on families already emerging from the pandemic. As an organisation, we must understand the impact these events have on the lives of children and young people. Despite the external environment, Springboard continues to flex and adapt with great speed, having recorded a total of 15,438 children, young people and parent/carer visits. This is broken down into 1,983 attendees at our services for children and young people with additional needs, 13,197 stay and play visits and 258 people attending family events.

As we mark 30 years of Springboard providing inclusive activities, we were successful in the recommissioning by West Sussex County Council to continue delivering Short Breaks in Horsham and Crawley. In addition, Springboard's service offer continues to develop with the introduction of Stepping Stones, a new programme funded by the National Lottery Community Fund. Looking forwards we have committed to pay our staff the real living wage, as the unwavering dedication of our colleagues, volunteers and partners is essential.

On behalf of the board, I extend our heartfelt appreciation for the hard work and commitment of all our staff and volunteers and to our supporters, partners and donors without whom we could not continue with our vital work.

Jill Carnie
Chair of Trustees

CEO's Report

It is an honour and a privilege to be appointed to serve as the Chief Executive of this fantastic charity, especially at such a critical time for children, young people and families living with special educational needs and disabilities. Becoming part of the Springboard team has reminded me of the wider socio-economic value of the charity sector beyond delivering services, providing a voice as an advocate, as employers and an integral part of a community.

The families we support continue to struggle disproportionately with the effects of the pandemic on their learning, wellbeing, and mental health. As we publish this Annual report, I am acutely aware of the struggles with the cost-of-living crisis, and it is clear that our services are as necessary today as they were 30 years ago, when Springboard was set up. We continue to live in immensely challenging and uncertain times, and I want to ensure we do everything we can to help children and young people to hold on to hope, and to work towards the positive future we know they deserve.

We have an immense task ahead, but I am confident that our talented and committed colleagues and volunteers will continue to rise to the challenge. One of my key priorities for 2023-2024 is to make sure we're supporting our staff and are providing an even more effective, ambitious, inclusive charity where everyone feels heard, respected, and able to thrive. I'm deeply grateful for the continued support of my leadership team, our Chair and Board of Trustees, who have all gone above and beyond in recent times. Finally, I want to thank our supporters, partners and donors for sharing our values and commitment to working together so more disabled children, young people and their families are able to reach their full potential.

Beth Coley
Chief Executive

Springboard Project

Treasurer's Report
for the Year Ended 31 March 2023

The following section provides a comprehensive and transparent summary of key financial movements, detailing Springboard Project's financial management strategies throughout the preceding year.

Income	2023	2022	Annual movement
	£	£	£
Donations	65,613	38,872	26,741
Contracts/Grants	244,988	232,789	12,199
Memberships/Activities	61,000	75,266	(14,266)
Other Income	17,107	8,204	8,927
Gain on sale of tangible fixed assets	11,773	-	11,773
Total	400,481	355,131	45,350

Total income for the year was £400,481, an increase of £45,350 (12.8%) from 2022. This year the income from donations, contracts/grants and other income, such as room hire, has increased by £59,616 compared to 2022, whereas income from membership/activities reduced by £14,266.

Contracts and grants continue to be the largest income category, at £244,988 making up 61% of the annual income, an increase of £12,199 from the previous year. Whilst the critical, one off, short-term funding in response to the pandemic has subsided, Springboard launched a new 3-year funded programme mid-year, called Stepping Stones.

At £65,613, the increase in donations of £26,741 from the previous year, which equates to 16% of the total annual income, recognises the investment in the fundraising capacity of the organisation.

However, the £61,000 of income generated from membership/activities, was £14,266 less than the previous year. This can be equated to session cancellations from both customer illness and staff shortages, compounded by a reduction in monthly memberships for stay and play sessions, with customers opting to 'pay as you go', rather than opt for unlimited usage.

Developing the diversity of Springboard's income streams continues to be a focus for the organisation to reduce contract/grant dependence and protection from market fluctuations. Springboard's healthy position, with regard to reserves and cash balances, should help the organisation to not only meet the evolving charity sector income challenges in the short term, but be used to support children, young people and families living with a disability facing challenges due to the current cost of living.

Expenditure	2023	2022	Annual movement
	£	£	£
Raising donations and legacies	2,317	23,006	(20,689)
Charitable activities	341,742	294,337	47,405
Support and governance costs	9,227	14,300	(4,855)
Total	353,286	331,643	21,634

Total expenditure for the year was £353,286, an increase of £21,634 (6.4%) from 2022. This was attributed across all categories of expenditure.

Notably, it was necessary to replace the swing at Springboard House. The Trustees recognised the importance of this piece of equipment for our customers, in providing calming vestibular stimulation.
In addition, this year saw an increase in professional fees from a pay and rewards review. The trustees recognise the significance of staff and volunteers in driving the mission of the charity. Therefore, time was spent to understand how best to demonstrate their value and invest in their development. Identifying, aside from salary, what other benefits would be valued. This piece of work resulted in, among other things, the introduction of a cash plan and moving to become a real living wage employer in April 2023. Whilst the additional costs are recognised, these are steps to enable better recruitment and retention of the workforce, bearing in mind the rising costs of the training needed to equip them with the skills and knowledge to carry out their roles.

Springboard Project

Treasurer's Report
for the Year Ended 31 March 2023

The organisation ended the 2023 financial year with a cash balance of £348,337 (£334,192 in 2022). Whilst 2023 has been another year of challenges, financially and otherwise, through effective financial controls, particular around the variable costs associated with activities, combined with positive income generation for the year, Springboard recorded a surplus of £47,195 (£23,488 for 2022).

Whilst Springboard has been able to maintain a healthy cash balance, it should be noted much of the 2024 funding remains in the balance and funds may need to be made available if income is not secured. It remains crucial, as we enter 2024, Springboard continues to manage finances with the same degree of prudence as we navigate through these unprecedented times. The effect of rising costs, particularly with energy, form essential parts of Springboard's expenditure. These are costs which cannot be controlled. Inflation forms another risk for the charity and whilst Springboard can mitigate some costs to a small degree through effective programming and resource allocation, it is imperative to ensure a strong financial basis to deal with ongoing challenges through strong financial control, a proactive and successful approach to income raising and healthy reserves.

Therefore, funds over the next 12 months remain vital to ensure service continuity is maintained. The organisation will need to continue to source funding from varied and diverse revenue streams and reduce financial risk operationally, particularly with observed rising demand and rising costs across the board.

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

Family Fun sessions

Springboard enjoys bringing the family together to celebrate key holidays or the end of the summer holidays and we do this by hosting family fun sessions. With a variety of sensory activities, these sessions bring families together around a variety of fun, sensory and inclusive activities.

Short Breaks: Ages 6-12/12-18

Crawley, Horsham, Sutton and Worthing

Our Short Breaks services in Horsham, Crawley and Worthing give disabled children aged 6-12 the opportunity to try new experiences, learn new skills, develop their confidence, make friends and have fun. As the young people get older and move into the 12-18 group, we help them build independence and life skills such as budgeting, travel, talking to others and meeting new people. The short breaks also give parents and carers the chance to have a break from their caring responsibilities.

The groups are available to all families with a disabled child as well as those with a suspected or undiagnosed disability, awaiting a diagnosis or those who are not in receipt of DLA or PIP. Sessions run all year round including after school, evenings and weekends as well as during the school holidays.

Transition Service: 18-25

Across West Sussex and Sutton

Our transition service provides a welcoming environment and opportunity for members of Springboard who have transitioned into adult social services but still want to sustain the friendships they have built and engage in social and recreational activities comparable to other people their age.

The service focuses on building independence and resilience through activities that promote budgeting, independent travel and social inclusion.

Stay and Play

Horsham

Our centre in Horsham is an inclusive play centre designed for families with children aged 0-10. All families are welcome whether or not their child has a disability. There are a range of play spaces to explore and enjoy, including soft play, sensory room, role play/dressing up, books, arts and crafts, spacious garden with inclusive, adapted play equipment, kitchen and accessible changing facilities. The centre enables parents to talk and learn from one another as well as encourage children to play with others. The centre aims to provide families with an inclusive, understanding and supportive environment, also providing information, guidance and signposting to other organisations. For example, Horsham Library and TechyTots have delivered free sessions in the centre for families.

Stepping Stones

Horsham and Worthing

Springboard was successful in applying for a total of £313,418 to fund a new programme called Stepping Stones, starting in Sep 2022 and running for 3 years. The programme for disabled children, young people and their families supports health and wellbeing, social isolation, challenges with transitioning and low aspirations. By targeting these areas, we will support the development of independence and life skills, nurture learning, support friendships and enhance physical and emotional wellbeing.

Stepping Stones involves four pathways, which are:

- **Community Pathway** - A variety of social clubs to help build friendships and reduce social isolation, with a focus on having fun, building independence and confidence

- **Transition Pathway**- A bespoke 1:1 support pathway focusing on transitions within education, social settings, health and care arrangements, as well as family life

- **Lifelong Learning Pathway** - Workshops enabling valuable life skills by practicing in real life situations and environments, such as a home setup (kitchen, living room and bedroom) as well as travel, such as how to get a bus from one location to another

- **Volunteering and Employability Pathway** - Vocational training and learning to gain vital experience whilst being supported holistically to develop identity, skills, CV's and knowledge in assisting becoming work ready.

Care Packages

We are continually looking at ways to support our customers further. In response to the cost-of-living crisis, we introduced a pay it forward corner providing toiletries, toys and books free to any customers and introduced winter care packages in December 2022.

Public Benefit Reporting

The trustees confirm that they have complied with the duty in section 17 (5) of the Charities Act 2011 to have regard to the Charities Commission general guidance on public health, 'Charities and Public Benefit '. The trustees have taken due regard of the Charity Commission's guidance on public benefit while setting the objectives and reviewing the activities of the charity, as detailed above.

STRATEGIC REPORT

Achievement and performance

Springboard's Vision

A world of equality where all disabled children, young people and their families are able to reach their full potential.

Springboard's Mission

- Facilitate and offer advice and support to disabled children, young people and their families.
- Create environments and deliver services that develop identity and build self-esteem.
- Advocate and raise awareness on disability and the barriers associated.
- Enhance the physical and emotional wellbeing of disabled children, young people and their families.

Springboard's Values

Springboard has five core values which underpin and guide the way we work in all that we do.

We are:

Passionate: We believe by supporting individuals we are able to create independence and enable people to reach their potential.
Fun: We believe that you are able to achieve greater outcomes when people feel good about and enjoy themselves.
Caring: We believe in listening, supporting and responding to each person's individual needs and circumstances.
Inclusive: We believe that everyone regardless of their disability, need and background should be able to access high quality services and facilities.
Adaptable: We believe personalised, flexible services and approaches help develop choice, voice and opportunity.

Achievement and Performance

Moving on from the turbulence and uncertainty that stemmed from the covid-19 pandemic, it has been a year of consolidation. Continuing to pursue our mission, the organisation has sought to operate in a more effective and coherent manner, rebuilding a stable foundation from which to further develop.

Springboard's services address many of the challenges children, young people, and their families with a disability face. This includes supporting them to be part of their community by providing a range of engaging activities, sessions and programmes that are equal to that of their non-disabled peers.

This year Springboard recorded 15,438 children, young people and parent/carer visits. That includes:
- 1,983 attendees at our services for children and young people with additional needs
- 13,197 stay and play visits
- 258 people attended family events

In addition to existing services, we have celebrated our 30th anniversary, launched a new programme, Stepping Stones and provided care packages in response to the cost-of-living crisis. The following section considers Springboard's performance and highlights how we have furthered the organisation's mission.

Family Fun sessions

This year our summer family fun day provided the perfect setting to celebrate our 30th birthday at the Drill Hall in Horsham. We enjoyed a disco provided by a local SEND DJ group, drumming workshop, arts and crafts, sensory/quiet area and information stands from local providers. The event was extremely well received and therefore we decided to offer a family Christmas party to all customers. We understand the challenge for families to take part in festivities and sought to put on a fully inclusive Christmas party. We were overjoyed with the turnout and support from our local community. The Santa's grotto was awash with presents donated from local families and customers from the Works, who had chosen us as their Christmas charity. QM studios DJ'd throughout the event and led a host of party games. Ceres Power provided very helpful and friendly elves to keep things running smoothly. The Springboard team were on hand to assist with arts and crafts activities, having just been on a Christmas themed Makaton course.

Short Breaks

Transitioning out of covid public health and social measures saw us move away from using face masks, which allows much better facial cues for our customers. Local case rates and staffing continue to be stringently monitored to recognise when mitigation measures need to be escalated, which has now become part of daily operating.

Following the reduction in volunteering and new starters during the pandemic, a recruitment drive allowed us to replenish staffing numbers to ensure consistency of services. We also invested in new communication aids, to further enhance our services, especially for those feeling anxious being in social situations following such a long period of isolation.

The West Sussex County Council Short Breaks contract was retendered with the new services having more emphasis on holidays and weekend sessions, where families felt they needed the provision most. The new service starts in April 2023 and Springboard was successful in being awarded funding in Horsham and Crawley for short breaks and 18+ transition sessions in Horsham. We also look forward to working closely with other providers who will be delivering in those areas. They are Horsham Town Council, YMCA, Aspens and Head to Head, as well as the other providers working across West Sussex.

Numbers for our Sutton services continue to reduce with few new referrals. The longstanding members have grown with the service, moving the group from a 12-18 short breaks group into an 18+ transition group, The board will consider the long-term sustainability of the service in the next financial year.

Stay and Play
Our inclusive centre continues to welcome local families, with well attended sessions. We've introduced refreshments for sale, which have proven popular. This year we consistently offered themed displays, treasure hunts and craft activities linking with our Osborne books partnership. We've introduced a new reading area, inclusive fancy dress costumes and Barbie's with a range of disabilities. A highlight for many children was the snow machine during the December afternoon sessions and letters to Santa.

Research and Development
We are continually looking at ways to support our customers further. In response to the cost-of-living crisis, we introduced a pay it forward corner providing toiletries, toys and books free to any customer.
We were amazed by the feedback received from this seemingly simple initiative. Therefore, building on this we sought funds to provide care packages at Christmas time to families in need. Marks and Spencer Neighbourly Fund awarded us £1,000 and provided much needed funds and contents for the packages which were delivered by members of the team just before Christmas. A total of 25 packages were provided, containing a selection of cleaning products, toiletries, blankets, hot water bottles, cold weather clothing, toys and age specific gifts for the children. We are planning to develop this offer for the following year and seeking further funds and donations to support more families in need.

Recognising the importance of staff and volunteers and the difficulties to recruit in the sector, a review of the organisational structure and, pay and benefits benchmarking was commissioned. The report led to a more. flexible and adaptable approach, fitting to a small organisation better able to support the operating model. In addition, the organisation will proudly move to become a Living Wage employer in April 2023.

Financial review
Reserves
Financial review Reserves
The organisation ended the 2023 financial year with a cash balance of £348,338 (an increase of £14,146 on 2022). The increase in the cash balance does not equate with the in-year surplus of £47,006 due to an increase in debtors at accounting period close.

This increase is primarily due to an increase in donations and builds upon the organisations strong foundations to continue to provide future committed services. The organisation will however need to continue to source funding from varied revenue streams and reduce exposure to risk, particularly as we are now starting to see both rising demand as well as rising costs.

STRATEGIC REPORT

Financial review

Reserves policy

Financial review Reserves policy

There are several income streams including, contracts, grants, donations and revenue from venue hire such as birthday parties. Although they are not new approaches for the organisation, funding is not guaranteed beyond the medium term and are therefore considered a risk by the Board of Trustees. Therefore, sufficient reserves mitigate against potential fluctuations to ensure Springboard's charitable objectives can be maintained should the charity be required to close. During this time, Springboard wish to ensure the obligation to disabled children, young people and their families, as well as the wider community, is met if existing sources of income are not secured.

To ensure the risk of Springboard's closure is managed and mitigated, should income reduce or not be secured, the trustee board has agreed to maintain unrestricted financial reserves for a period of six months operating costs, as well us funds available in the event of redundancy. Therefore, calculated reserves stand at £215,025. This duration is due to the ever complex and shifting landscape we work within. The objective is to prudently safeguard the organisation going forward, bearing in mind the existing public health measures, competition for funding and rising costs.

The trustee board also recognises Springboard's services can be capital intensive, with many charitable activities requiring the use of venues and in particular Springboard's Horsham premises. This building is over 100 years old and was not purpose built. Repairs and general maintenance results in an increase of operating costs each year. A surveyor's report also highlighted a number of major works that will need completing over the next 5 years. Therefore, a further the designated funds for building repair and emergency is £18,900.

The total reserves required is £233,925.

The reserves will and can only be built up from the unrestricted income. The level of reserves will be calculated and monitored every 3 months by the treasurer, with financial assistance if required, and will be presented and discussed by the Trustee Board quarterly as part of the agenda at meetings.

This policy will be reviewed yearly (review date within the policy) and when there are significant changes.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 1 September 1992, and registered as a charity on the same date. 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. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Trustees. Under the requirements of the Memorandum and Articles of Association the members of the Board of Trustees are elected to serve for a period of three years after which they must be re-elected. All trustees gave their time voluntarily and received no benefits from the charity. Trustees meet every two months to review strategy and set implementation plans and budgets. Sub-groups may be called prior to meetings if needed and make recommendations to the Trustee Board. The trustees hold an Annual General Meeting to which membership, their families, and professionals are invited.

Organisational structure

Our trustees come from a variety of professional and personal backgrounds relevant to the work of our charity. The Trustees delegate the day-to-day responsibilities for the provision of all operational activities, finances, and fundraising to the CEO. The CEO in turn is responsible for ensuring that the charity delivers its front-line services and ensures that our aims, objectives, and outcomes are met as key performance indicators. Operational managers and coordinators have responsibility for the day-to-day operational management of their localities, engagement with their local communities, individual supervision of their staff team. Ensuring staff and volunteers develop their skills and working practices to provide the best possible experiences and opportunities for all customers.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

Induction and training of new trustees
New trustees are recruited based on the skills and expertise needed by the Charity. All trustees are given training on governance and the responsibilities of being a trustee.
An induction pack is given to all new trustees which includes:
- Obligations as a trustee and company director
- Attendance and participation in Board Meetings
- The Constitution Trustee Code of Conduct
- Trustee Guidelines
- The Business Plan
- The latest accounts of the Charity
- Charity Commission publication - 'The Essential Trustee: What you need to know'.

In addition, trustees are encouraged to update their knowledge with newsletters from Charity Commission and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk management

The Board of Trustees is responsible for the management of the risks faced by the Charity.
A risk register is in place and has been ratified by the Board. All areas of potential risk are fully discussed at trustee' meetings, with systems and procedures established to manage those risks.
Systems, controls, and procedures include strategic planning, budgeting, governance structure and lines of reporting, formal written policies (regularly reviewed and added to), authorisation and approval levels. Formal agendas and minutes are taken to accompany supporting documents for trustees' meetings.

Pay policy

The salaries of the CEO, and any post where there may be a conflict of interest are set by the Chair and Treasurer with input from others as needed.

Independent review of salaries and local salary levels are sought where appropriate.

The pay of all staff is reviewed annually and any pay increase or up rise in increment is made where the organisation is able to afford to.

A transparent salary banding document dictates which band staff are in, and the increments that can be attained. Staff may be paid additional increments or bonuses for particular skills, qualifications, changes in legislation or service achievement with agreement from the Chair and Treasurer.

Employees and Volunteers

An enthusiastic staff team and fantastic volunteers underpin the charity. At the end of March 2023, the charity employed 3 full time staff, and seven part time staff. The charity also employs 20 sessional staff who assist with the peaks and demands of charitable activities and service delivery.
As of March 2023, there were 25 regular volunteers, who form a vital and much valued part of the charity, helping to ensure the effective delivery of services.
The charity has a safer recruitment policy and procedure in place for recruitment and selection for all staff and volunteers.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

02744192 (England and Wales)

Registered Charity number

1014270

Report of the Trustees for the Year Ended 31 March 2023

Registered office
Springboard House
52 Hurst Road
Horsham
West Sussex
RH12 2EP

Trustees
A Vallon
G Cockwill
E Vijaykumar (resigned 17.8.22)
R J Church
D Lethbridge
J Carnie

Independent Examiner
P R Collins FCA ICAEW
Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 17 December 2023 and signed on the board's behalf by:

J Carnie

J Carnie - Trustee

Independent Examiner's Report to the Trustees of Springboard Project

Independent examiner's report to the trustees of Springboard Project ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

Responsibilities and basis of report
As the charity's 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').

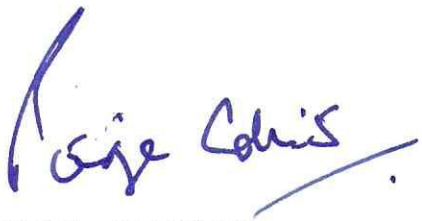
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). 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
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. 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
4. 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.



P R Collins FCA ICAEW
The Institute of Chartered Accountants in England and Wales

Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

19 December 2023

Springboard Project

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2023

	Notes	Unrestricted fund £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	198,448	112,153	310,601	271,661
Charitable activities	5				
Expenditure on charitable activities		57,549	3,451	61,000	75,266
Other trading activities	3	15,800	-	15,800	8,178
Investment income	4	1,307	-	1,307	26
Other income		11,773	-	11,773	-
Total		284,877	115,604	400,481	355,131
EXPENDITURE ON					
Raising funds	6	2,288	29	2,317	23,006
Charitable activities	7				
Expenditure on charitable activities		279,127	71,842	350,969	308,637
Total		281,415	71,871	353,286	331,643
NET INCOME		3,462	43,733	47,195	23,488
RECONCILIATION OF FUNDS					
Total funds brought forward		437,671	69,984	507,655	484,167
TOTAL FUNDS CARRIED FORWARD		441,133	113,717	554,850	507,655

The notes form part of these financial statements

Springboard Project

Statement of Financial Position
31 March 2023

	Notes	Unrestricted fund £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
FIXED ASSETS					
Tangible assets	13	157,927	13,759	171,686	175,927
CURRENT ASSETS					
Debtors	14	36,536	4,800	41,336	4,045
Cash at bank		253,179	95,158	348,337	334,192
		289,715	99,958	389,673	338,237
CREDITORS					
Amounts falling due within one year	15	(6,509)	-	(6,509)	(6,509)
NET CURRENT ASSETS		283,206	99,958	383,164	331,728
TOTAL ASSETS LESS CURRENT LIABILITIES		441,133	113,717	554,850	507,655
NET ASSETS		441,133	113,717	554,850	507,655
FUNDS	17				
Unrestricted funds				441,133	437,671
Restricted funds				113,717	69,984
TOTAL FUNDS				554,850	507,655

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 17 December 2023 and were signed on its behalf by:

Jill Carnie

J Carnie - Trustee

The notes form part of these financial statements

Springboard Project

Statement of Cash Flows
for the Year Ended 31 March 2023

	Notes	31.3.23 £	31.3.22 £
Cash flows from operating activities			
Cash generated from operations	1	13,023	46,560
Net cash provided by operating activities		13,023	46,560
Cash flows from investing activities			
Purchase of tangible fixed assets		(11,958)	(620)
Sale of tangible fixed assets		11,773	-
Interest received		1,307	26
Net cash provided by/(used in) investing activities		1,122	(594)
Change in cash and cash equivalents in the reporting period		14,145	45,966
Cash and cash equivalents at the beginning of the reporting period		334,192	288,226
Cash and cash equivalents at the end of the reporting period		348,337	334,192

The notes form part of these financial statements

Notes to the Statement of Cash Flows for the Year Ended 31 March 2023

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.23	31.3.22
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	47,195	23,488
Adjustments for:		
Depreciation charges	16,015	15,753
Profit on disposal of fixed assets	(11,773)	-
Interest received	(1,307)	(26)
expenditure-reconciling items	184	-
(Increase)/decrease in debtors	(37,291)	4,336
Increase in creditors	-	3,009
Net cash provided by operations	13,023	46,560

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.22	Cash flow	At 31.3.23
	£	£	£
Net cash			
Cash at bank	334,192	14,145	348,337
	334,192	14,145	348,337
Total	334,192	14,145	348,337

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation currency is the Pound (£) Sterling.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

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

Depreciation is provided at the following rates in order to write off each asset over its useful life;

Freehold buildings	2% per annum on cost
Fixtures, fittings and equipment	10 - 33% per annum on cost
Motor Vehicles	25% per annum on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the period of the lease.

Notes to the Financial Statements - continued
for the Year Ended 31 March 2023

2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
Donations	65,613	-	65,613	38,872
Grants receivable	132,835	112,153	244,988	232,789
	198,448	112,153	310,601	271,661

3. OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
Room Hire	15,800	-	15,800	8,178

4. INVESTMENT INCOME

	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
Interest	1,307	-	1,307	26

5. INCOME FROM CHARITABLE ACTIVITIES

	31.3.23 Expenditure on charitable activities £	31.3.22 Total activities £
Activities	53,193	65,799
Membership	7,807	9,467
	61,000	75,266

6. RAISING FUNDS

Raising donations and legacies

	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
Staff costs	-	-	-	21,696
Travel	1,481	19	1,500	523
Publicity	807	10	817	787
	2,288	29	2,317	23,006

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Expenditure on charitable activities	341,742	9,227	350,969

8. SUPPORT COSTS

	Governance costs £
Expenditure on charitable activities	9,227

Support costs, included in the above, are as follows:

Governance costs

	31.3.23 Expenditure on charitable activities £	31.3.22 Total activities £
Salaries & National Insurance	-	8,102
Accountancy fees	3,750	3,570
Legal fees	5,477	2,628
	9,227	14,300

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.23	31.3.22
	£	£
Depreciation - owned assets	16,199	15,753
Surplus on disposal of fixed assets	(11,773)	-

10. TRUSTEES' REMUNERATION AND BENEFITS

No member of the board of trustees receives any remuneration or benefits or reimbursement of expenses.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

11. STAFF COSTS

	2022	2021
	£	£
Wages, Salaries and social security	214,008	224,113

The average monthly number of employees during the year was as follows:

	2022	2021
	FTE	FTE
Direct charitable activity	9	13

No employee received emoluments above £60,000 during the year.

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	231,911	39,750	271,661
Charitable activities			
Expenditure on charitable activities	75,266	-	75,266
Other trading activities	8,178	-	8,178
Investment income	26	-	26
Total	315,381	39,750	355,131
EXPENDITURE ON			
Raising funds	23,006	-	23,006
Charitable activities			
Expenditure on charitable activities	244,151	64,486	308,637
Total	267,157	64,486	331,643
NET INCOME/(EXPENDITURE)	48,224	(24,736)	23,488

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted funds £	Total funds £
RECONCILIATION OF FUNDS			
Total funds brought forward	389,447	94,720	484,167
TOTAL FUNDS CARRIED FORWARD	437,671	69,984	507,655

13. TANGIBLE FIXED ASSETS

	Property £	Fixtures and fittings £	Motor vehicles £	Totals £
COST				
At 1 April 2022	216,158	315,291	79,445	610,894
Additions	-	11,958	-	11,958
Disposals	-	(20,971)	-	(20,971)
At 31 March 2023	216,158	306,278	79,445	601,881
DEPRECIATION				
At 1 April 2022	63,405	292,117	79,445	434,967
Charge for year	2,882	13,317	-	16,199
Eliminated on disposal	-	(20,971)	-	(20,971)
At 31 March 2023	66,287	284,463	79,445	430,195
NET BOOK VALUE				
At 31 March 2023	149,871	21,815	-	171,686
At 31 March 2022	152,753	23,174	-	175,927

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23 £	31.3.22 £
Trade debtors	40,536	3,245
Other debtors	800	800
	41,336	4,045

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23	31.3.22
	£	£
Trade creditors	1	-
Social security and other taxes	3,008	3,009
Accrued expenses	3,500	3,500
	6,509	6,509

16. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.23	31.3.22
	£	£
Within one year	-	1,585

17. MOVEMENT IN FUNDS

	At 1.4.22	Net movement in funds	At 31.3.23
	£	£	£
Unrestricted funds			
General fund	437,671	3,462	441,133
Restricted funds			
Capital works	9,537	(479)	9,058
West Sussex short breaks	42,430	5,476	47,906
Crawley House	5,814	1,894	7,708
Worthing 6-12	11,247	(4,184)	7,063
Sustainability and development	956	(956)	-
Stepping Stones	-	41,982	41,982
	69,984	43,733	113,717
TOTAL FUNDS	507,655	47,195	554,850

17. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	284,877	(281,415)	3,462
Restricted funds			
Capital works	-	(479)	(479)
West Sussex short breaks	29,200	(23,724)	5,476
Crawley House	4,800	(2,906)	1,894
Worthing 6-12	-	(4,184)	(4,184)
Sustainability and development	-	(956)	(956)
Stepping Stones	81,604	(39,622)	41,982
	115,604	(71,871)	43,733
TOTAL FUNDS	400,481	(353,286)	47,195

Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	389,447	48,224	437,671
Restricted funds			
Capital works	34,195	(8,807)	25,388
Sutton short breaks	78	-	78
West Sussex short breaks	42,430	(11,923)	30,507
Crawley House	5,814	(1,454)	4,360
Worthing 6-12	11,247	(2,452)	8,795
Sustainability and development	956	(100)	856
	94,720	(24,736)	69,984
TOTAL FUNDS	484,167	23,488	507,655

17. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	315,381	(267,157)	48,224
Restricted funds			
Capital works	-	(8,807)	(8,807)
West Sussex short breaks	29,750	(41,673)	(11,923)
Crawley House	-	(1,454)	(1,454)
Worthing 6-12	10,000	(12,452)	(2,452)
Sustainability and development	-	(100)	(100)
	39,750	(64,486)	(24,736)
TOTAL FUNDS	355,131	(331,643)	23,488

The capital works fund represents a designated fund locked up in fixed assets which are needed for operational purposes, at their net book value as at the year end.

The lift project represents amounts received/expended on the construction of a lift at Springboard House.

The Sutton and West Sussex short breaks funds represents the amounts received to support the charity to run specific programmes for young disabled people.

The Worthing 6-12 short breaks fund represents the amounts received for respite care for children aged 6-12 years old with disabilities in the Worthing area.

The Sustainability and Development fund represents the amounts received for organisation fundraising and the development of services.

Crawley Centre fund represents the amounts received/expended in order to provide a second facility from which to expand the availability of the projects work, whilst the Crawley Centre has closed the assets included within this reserve were transferred to the Horsham site.

General Fund: Reserve - The general fund represents the net assets of the Charity that are not restricted to specific purposes.

18. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2023.

19. ULTIMATE CONTROLLING PARTY

For both the current period and the previous year, the charitable company was under the control of the trustees.

Springboard Project

Detailed Statement of Financial Activities
for the Year Ended 31 March 2023

	31.3.23 £	31.3.22 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	65,613	38,872
Grants receivable	244,988	232,789
	310,601	271,661
Other trading activities		
Room Hire	15,800	8,178
Investment income		
Interest	1,307	26
Charitable activities		
Activities	53,193	65,799
Membership	7,807	9,467
	61,000	75,266
Other income		
Gain on sale of tangible fixed assets	11,773	-
Total incoming resources	400,481	355,131
EXPENDITURE		
Raising donations and legacies		
Salaries & National insurance	-	21,696
Travel	1,500	523
Publicity	817	787
	2,317	23,006
Charitable activities		
Salaries & National insurance	230,241	184,210
Activity schemes	15,678	17,003
Staff training and recruitment	9,116	17,556
Repairs, renewals and maintenance	21,446	14,740
Utilities & Insurance	21,938	20,158
Office costs	19,484	19,307
Travel	7,824	5,610
Depreciation	16,015	15,753
	341,742	294,337
Support costs		
Governance costs		
Salaries & National Insurance	-	8,102
Carried forward	-	8,102

Springboard Project

Detailed Statement of Financial Activities
for the Year Ended 31 March 2023

	31.3.23	31.3.22
	£	£
Governance costs		
Brought forward	-	8,102
Accountancy fees	3,750	3,570
Legal fees	5,477	2,628
	9,227	14,300
Total resources expended	353,286	331,643
Net income	47,195	23,488

SPRINGBOARD PROJECT

England & Wales - Charity number 1014270

Accounts

REGISTERED COMPANY NUMBER: 02744192 (England and Wales)
REGISTERED CHARITY NUMBER: 1014270

Report of the Trustees and

Financial Statements for the Year Ended 31 March 2022

for

Springboard Project
(A Company Limited by Guarantee)

Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

Springboard Project

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Springboard Project

Chairman and CEO Reports
for the Year Ended 31 March 2022

Chair's Report

Covid 19 pandemic has continued its devastating impacts on all our lives during the last 12 months. Fortunately, throughout this period Springboard has been able to continue to provide support to children young people and their families. I am immensely proud to have witnessed how our teams and departments have responded and adjusted the way they work to deliver services and fundraise. They have worked so well together to ensure our service users are at the centre of everything they do. They have remained positive and enthusiastic despite the anxieties and nervousness they and many others have understandably experienced in this very different world in which they have operated.

Like many charities we are waiting to see if our income will return to its normal levels and from its normal sources but we have been cautious in our budgeting which we hope will provide greater ability to navigate any changes in our income makeup over the course of the next few years. We know that without the generosity of so many, including trusts and foundations, local government and the general public that the financial position of the charity would have been negatively affected. Exceptional management of the charity means we find ourselves in a relatively positive position considering the circumstances. However, it is with great sadness that we will be saying goodbye to Ben Burt, our CEO, who will be moving on at the end of this financial year. We will miss him greatly and his leadership during his time with Springboard which has helped us greatly. We know that Ben's energy, passion and hard work will continue through our staff and volunteers. This will no doubt ensure we support those we serve and balance the many layers of inequality that unfortunately exist in many of our communities.

All of the trustees are sincerely thankful to everyone who has supported Springboard, including staff, volunteers, donors, funders, and partner organisations. We are all humbled and proud of the work the organisation has undertaken during this year, and we have to give praise to all of our staff and volunteers who have been able to support so many in such creative and caring ways.

Alan Vallon
Chair of Trustees

CEO's Report

Another year on, and who would have thought the pandemic would still have been such a prominent aspect in our lives. It was tough going at times but we also celebrated returning to in person services, reopening our centre and seeing so many children and families. It felt good to welcome families back and return to some form of normality. The ever-changing public health circumstances were challenging to keep up to date with and staff did amazingly well at remaining positive during covid outbreaks, constant testing and anxieties around returning to what we could describe as normal activity.

Still, it was fantastic to see people again and hear staff describe how good it was to be running services face to face, and see how happy the children were. Seeing families come back into the centre again was a particular highlight. We saw families attend for the first time, new parents who had babies during lockdown and children who were attending a social play setting for the very first time as a result of many play facilities having to close for such a long time. It was at times emotional, as we heard stories from parents who felt isolated and overwhelmed but our support was constant. We did what we could to support those who needed it and ensure that children were able to play, develop and socialise in a positive way.

My huge praise and thanks must go to our staff and volunteers. They never fail to amaze me in how kind they are. Their approach and kindness to the children and young people we work with is so humbling, and I know how much it means to the families we work with.

We enter another challenging period, with rising inflation and the cost of living become much more pressing for all in society. We will have to work hard to continue to use our resources carefully, and maintain the budgets we have produced. However, we have overcome many challenges over the last few years and I know the team are mindful of future challenges and risks to the organisation.

We are always so touched by the positive responses, thanks and generosity from the general public, parent carers and the communities we work within. We love what we do, and we know the difference it makes to so many. It is hard to put into words how humbled we are by the many positive messages we receive from children, young people and parents. The support we receive from funders and businesses always gives us a boost and we really do value all the support we receive.

The next 12 months will have many challenges, recruitment in social care proving difficult nationally, cost of living rising and economic uncertainty. Still, we remain positive about the fantastic work we do in the communities we work within.

Beth Coley
Interim Chief Executive

Springboard Project

Treasurer's Report
for the Year Ended 31 March 2022

This financial year, like 2021 before, has proven to be another challenging year as we continue to adapt our services to deal with the recovery from the corona virus pandemic. However, staff restructuring and implementation of more efficient ways of working have no doubt enabled Springboard to meet and adapt to challenges as they have arisen.

A summary of key financial movements is provided below.

- Income is not a reflection of a normal year
- Organisation restructured to ensure future sustainability and lean working practices
- Support from a number of trusts and foundations
- Normal operating was disrupted
- Organisation has ensured it weathered the storm at this stage

Income	2022	2021	Annual Movement
	£	£	£
Donations	38,872	18,959	19,913
Contracts/Grants	232,789	365,659	(132,870)
Memberships/Activities	75,266	25,263	50,003
Other Income	8,178	2,948	5,230
Total	355,105	412,829	(57,724)

Total income for the year was £355,105, a decrease of £57,724 (14%) compared with 2021. This year the proportion of income from donations, memberships/ activities and other sources has risen compared to 2020, and is more aligned to previous years, and makes up 34% of income (11% in 2021), with income from contracts/grants accounting for 66% (89% in 2021).

Income from membership/activities rose as a result of being able to reopen having our centre in Horsham, as well as increase face to face deliver in our disability services. The increase in other income was largely due to short term room hire and birthday party venue hire.

There was a reduction in income from contracts and grants compared to 2021, which was anticipated as many grants received in 2021 were as a result of one-off grants received due to the pandemic. However, Springboard continues to be successful in applying and receiving several grants that have helped provide financial support such as, additional 121 support, support towards venue hire, centre operational costs, activity costs and overheads.

Our sources of income and variability in income is likely to continue through 2022 and into 2023 as we continue to deal with the recovery from the pandemic, and the fallout from the war in Ukraine and the cost of living crisis. Our healthy position with regard to reserves and cash balances should help the organisation to meet these income challenges in the short term.

Expenditure has marginally increased compared to 2021, this is due to reopening of the Horsham centre, and running the majority of services face to face. There has been a reduction in the expenditure in raising funds compared to 2021, which is the result of the restructuring in staffing that took place in 2021. Whilst we hope to be able to rebuild our fundraising capacity, we believe that during these difficult times, we should be directing more expenditure into charitable activities to support families. We have seen rising costs in staffing, both as a result of direct costs to salaries, but also additional cost needed to recruit staff. We believe these costs are likely to rise into next year, as it becomes increasingly more competitive to recruit staff and the rising costs of the training needed to equip them with the skills and knowledge to carry out their roles.

2022 has been another unprecedented year of challenges, financially and otherwise, however through tight cost control, particularly around variable costs associated with our activities, combined with positive income generation for the year, Springboard has produced a surplus of £23,488 (£82,858 for 2021). It remains crucial that as we enter 2023 Springboard continues to manage its finances with a degree of prudence as we navigate through these unprecedented times. The effect of rising costs, particularly with energy form essential parts of Springboard's expenditure. These are costs which cannot be controlled. Inflation forms another risk for the charity, and whilst Springboard can mitigate some costs to a small degree through effective programming and resource allocation, it is imperative to ensure a strong financial basis to deal with ongoing challenges through strong financial control, a proactive and successful approach to income raising and healthy reserves.

Springboard Project

Treasurer's Report
for the Year Ended 31 March 2022

Total expenditure for the year was £331,643 which was an increase of £1,641.

The organisation ended the 2022 financial year with a cash balance of £334,192 (£288,266 in 2021) and includes an unrestricted cash balance of £283,315.

The table below sets out the key financial figures - cash, net outgoings (surplus/deficit) and total funds.

	2022	2021
	£	£
Year end cash	334,192	288,226
Surplus/(Deficit)	23,488	82,858
Total Funds	507,655	484,167

Whilst Springboard has been able to maintain a healthy cash balance, it should be noted that much of the funding for 2023 remains in the balance and funds may need to be made available if funding is not able to be secured. Additionally, rising costs and inflation remain significant risks to the organisation's operational delivery and therefore funds to support services over the course of the next 12 months remain vital to ensure that services continuity is maintained. The organisation will need to continue to source funding from varied revenue streams and reduce financial risk operationally, particularly with observed rising demand and rising costs across the board.

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

Short Breaks: Ages 0-6
Our under 6 service provides short breaks for disabled children and children under 6 years. Children are accompanied by their parents, family members and siblings. This enables very young disabled children the chance to enjoy all the play facilities at our centres under the care of our staff and volunteers. As well as providing opportunities for young disabled children to play, we also provide information, guidance and signposting to other organisations.

Short Breaks: Ages 6-12
Horsham, Crawley and Worthing
Our Short Breaks services in Horsham, Crawley and Worthing give disabled children aged 6-12 the opportunity to try new experiences, learn new skills, develop their confidence, make friends and have fun. The Short Breaks also give parents and carers the chance to have a break from their caring responsibilities.
The groups are available to all families with a disabled child as well as those with a suspected or undiagnosed disability, awaiting a diagnosis or those who are not in receipt of DLA or PIP. Sessions run all year round including after school, evenings and weekends as well as during the school holidays.

Short Breaks: Ages 12-18
Horsham, Crawley and Sutton
Our Short Breaks services in Horsham, Crawley and Sutton give disabled young people aged 12-18 the opportunity to try new experiences, learn new skills, develop their confidence, make friends and have fun. The groups work with young people to help them build independence and life skills such as budgeting, travel, talking to others and meeting new people. The Short Breaks also give parents and carers the chance to have a break from their caring responsibilities.
The groups are available to all families with a disabled young person as well as those with a suspected or undiagnosed disability, awaiting a diagnosis or those who are not in receipt of DLA or PIP. Sessions run all year round including after school, evenings and weekends as well as during the school holidays.

Transition Service: 18-25
West Sussex and Sutton
Our transition service provides a welcoming environment and opportunity for members of Springboard who have transitioned into adult social services but still want to have the opportunity sustain the friendships they have built and engage in social and recreational activities comparable to other people their age.
The service focuses on building independence and resilience through activities that promote budgeting, independent travel and social inclusion.

Stay and Play
Horsham
Our centre in Horsham is an inclusive play centre designed for families with children aged 0-6. All families are welcome whether or not their child has a disability. The centre have a range of areas including a sensory room, adventure room and soft play room which give all children the opportunity to play. The centre enable parents to talk and learn from one another as well as encourage children to play with one another. The centre are also designed to give families with a disabled child a place to go that is inclusive, understanding and supportive of the challenges they may face.

The charity was also able to support families during periods of lockdowns by opening up our garden and sensory facilities for vulnerable families who struggled for garden access, as well as where sensory and secure facilities were beneficial due to the needs of individuals.

Virtual Services
As a result of covid-19 and the public health measures enforced, the charity quickly adapted to provide a number of virtual services. These included welfare phone calls to children, young people and their families to ensure their wellbeing was being maintained and that we identified any additional support measures to help families. The charity also delivered multiple group and 1-2-1 support for children and young people with a disability with the highlight being an online session with a zoo that engaged with over 80 families.

Activity packs, online videos and behaviour support plans were also delivered remotely which helped support families further during the pandemic.

Public Benefit Reporting
The trustees confirm that they have complied with the duty in section 17 (5) of the Charities Act 2011 to have regard to the Charities Commission general guidance on public health, 'Charities and Public Benefit '. The trustees have taken due regard of the Charity Commission's guidance on public benefit while setting the objectives and reviewing the activities of the charity.

STRATEGIC REPORT

Achievement and performance

Springboard's Vision

A world of equality where all disabled children, young people and their families are able to reach their full potential.

Springboard's Mission
- Facilitate and offer advice and support to disabled children, young people and their families.
- Create environments and deliver services that develop identity and build self-esteem.
- Advocate and raise awareness on disability and the barriers associated.
- Enhance the physical and emotional wellbeing of disabled children, young people and their families.

Springboard's Values

Springboard has five core values which underpin and guide the way we work in all that we do.

We are:

Passionate
We believe by supporting individuals we are able to create independence and enable people to reach their potential.
Fun
We believe that you are able to achieve greater outcomes when people feel good about and enjoy themselves.
Caring
We believe in listening, supporting and responding to each person's individual needs and circumstances.
Inclusive
We believe that everyone regardless of their disability, need and background should be able to access high quality services and facilities.
Adaptable
We believe personalised, flexible services and approaches help develop choice, voice and opportunity.

Achievement and Performance

Springboard's services address many of the barriers disabled children, young people and their families face. This includes being able to fully integrate into community life and be embedded in the community by providing a range of engaging activities, sessions and programmes that are equal to that of their non-disabled peers.

This has obviously been more challenging this year but the organization has still done an unbelievable job in supporting disabled children, young people and their families.

2021/2022 has seen the organisation continue a journey like no other any of us have experienced before. We have tried our best to maintain the direction of travel we had originally set out a number of years ago, and continually adapt and change like most other charities to navigate our way through the pandemic, changing guidance and restrictions as well as the mental and physical health of servicers users, staff and volunteers. The hard work we had undertaken in previous years and the changes we made in the previous year meant we were able to take adjustments to service delivery and ways of working in our stride and be more confident in our approaches. Our use of technology has been cemented and we are still continually looking to discovery new ways of doing things that make us more effective and efficient. We are looking to revisit our strategic plan to better reflect the changes we are experiencing in society, and in the economy, which will help us identify new priorities as a result of the changes being brought upon by the pandemic, the realities of Brexit and the effect of the rise in the cost of living.

I am pleased to say, despite the pandemic, we have made progress in our current strategic plan, with four priority areas of:

- Creating efficient and effective systems,
- Strengthening and developing services,
- Diversifying and building upon income streams,
- Building partnerships and raising our profile.

We still have a huge amount of work to do in achieving all we want from our strategic plan but we have continued to make excellent progress. There is still work to do on increasing our sustainability and turning ideas in a reality, particularly with supported employment and volunteering for those with SEND. However, progress has been made in applying for funding to kick start these programme areas and we hope to be able to start delivering elements of these programmes over the course of the next 12 months.

Short Breaks
Our Short Breaks services for disabled children aged 6-12 in Horsham, Crawley, Worthing and Sutton continue to provide much needed opportunities and experiences for disabled children, young people, young adults. In addition to providing parents and carers respite from their caring responsibilities. The number of children, young people and young adults continues to be in line with targets and waiting lists for many of the groups remain..

The impact Springboard has is evident from the feedback received, such as the quotes below;

'A huge thanks to your volunteers for using Makaton, it has helped A loads today.'

'Thank you for the lovely pictures, I didn't know that he could do that. A totally new experience for him. Springboard has just been so helpful this summer. I have long Covid and am a bit limited in what I can manage, so coming on trips out and play days at Springboard House has kept him busy and happy.
Thank you and your team you make a big difference to families like mine!!'

'A huge thank you for the Chessington outing. They had a wonderful time, and he made my hair curl by describing the rides he went on. He absolutely loved the whole day out and has been drawing pictures of animals he saw! And he was thrilled that his friend was on the trip!'

'You are making a big difference in the lives of these young people and their families!!'

'Thank you so much for the fantastic programme of activities that you are putting on for the young people. They are going to have such a lovely time and it will help parents/carers to get through the summer holidays well.'

Springboard's Horsham, Crawley, Worthing and Sutton groups have delivered 9,795 face-to-face and 95 virtual Short Breaks hours (respite) for children, young people, young adults, parents and carers. Working with over 250 children, young people and young adults across 430 sessions.

Stay and Play
The open access membership for children under the age of six years old, their families and carers has enabled children to play together, develop, learn and improve their wellbeing. Families have also been able to access peer support, gain advice and be signposted to other services, as needed.

This service has been incredibly well received following the lifting of lockdown restrictions, with many new families visiting for the first time. Over the year the stay and play service received 10,015 visits from families.

Research and Development
Working with stakeholders in statutory agencies and voluntary sector organisations continues to enable the pathway in life for those with SEND to be considered. This includes a focus on supporting individuals to become more independent, to become active citizens and feel able to access the local community.

Our work to develop our offer in supporting young people with volunteering and employment, combined with developing the range of groups and how sessions are delivered has had particular attention this year. The importance of this was recognised from the increasing 1-2-1 support needs, as well as those who have a mild learning difficulty or are high functioning, to assist in the avoidance of social isolation.

The learning from operating under pandemic conditions has continued, with further reliance and opportunities in the use of technology within the delivery of services. Much of what has been learnt forms business as usual providing greater flexibility of service delivery. However, further opportunities will be explored to further support those with a disability. For example, developing engagement methods to enable children and young people with a disability to have their voice heard and interact in a wider way.

STRATEGIC REPORT

Financial review

Reserves

The organisation ended the 2022 financial year with a cash balance of £334,192 (an increase of £45,966 on 2021). This increase is consistent with the in year surplus £23,488 and includes an unrestricted cash balance of £283,315.

This increase is primarily due to an increase in membership and activity income as result of reopening our Horsham centre as well as increased face to face activities combined with venue hire income. This builds upon the organisation strong foundations to continue to provide and deliver to deliver future committed services. The organisation will however need to continue to source funding from varied revenue streams and reduce exposure to risk, particular as we are now starting to see both rising demand as well as rising costs.

STRATEGIC REPORT

Financial review

Reserves policy

There are several income streams including, contracts, grants, donations and revenue from venue hire such as birthday parties. Although they are not new approaches for the organisation, funding is not guaranteed beyond the medium term and are therefore considered a risk by the Board of Trustees. Therefore, sufficient reserves mitigate against potential fluctuations to ensure Springboard's charitable objectives can be maintained should the charity be required to close. During this time, Springboard wish to ensure the obligation to disabled children, young people and their families, as well as the wider community, is met if existing sources of income are not secured.

Based on 2021/2022 budget projections Springboard is dependent on £288,073 to sustain its activities. At this stage none of Springboard's services has full cost recovery and all require fundraising and income generation activity to sustain and deliver each service. Without securing a mix of revenue such as grants, donations and membership fees in a service budget would make it likely that Springboard would have to reconsider charitable objectives and operations, have to reduce a service or in severe circumstances, such as multiple service deficits, close services or wind the organisation up.

To ensure the risk of closure of Springboard is managed and mitigated, should income reduce or not be secured, the trustee board has agreed to maintain unrestricted financial reserves to ensure that Springboard's current operations can continue for a minimum period of 6 months as well ensure we have the funds available in the event of redundancy.

Our operational reserve length has moved from 3 months to 6 months due to the ever complex and shifting landscape we work within. Notably, the dramatic ongoing effects of the pandemic have meant the trustee board wish to prudent to safeguard the organisation going forward. The current circumstances in relation to covid and the effect of potential lockdowns and additional public health measures, more competition for funding and rising costs have lead the trustees to believe holding an additional 3 months in operating costs are needed to ensure service delivery can operate in the short term.

Calculated reserves of £171,866 are needed to ensure we have the reserves available should we need them.

The trustee board has also identified three categories that require designated funds; these designated funds have been created to mitigate risks identified in the Springboard Risk Register. They are:

Building Repair and Emergency

The nature of work carried out by Springboard can be capital intensive, with many charitable activities requiring the use of venues and in particular Springboard's Horsham premises. The Horsham premises used by Springboard is over 100 years old and was not purpose built. Repairs and general maintenance results in an increase of operating costs each year. A surveyor's report also highlighted a number of major works that will need completing over the next 5 years.

The designated funds for Building Repair and Emergency is £18,900.

SEND Programme and Support

Springboard's SEND programme is currently based across 4 geographical locations and works with 4 key age demographics. There is a growing demand for 1-2-1 support as individuals have an increased complexity of need. This requires more intensive staffing which results in an increase in salary costs which are not currently recovered from existing contracts. Unrestricted funds are imperative in the event of additional funding not being secured.

If additional funds are not secured to support services, the loss of income would prove challenging in continuing to fund the SEND programmes. To reduce this risk, particularly for 6-12 and 12-18 age demographics, designated funds are required to support this area of charitable activity and build longer term sustainability.

The designated funds for SEND Programme is £30,645.

STRATEGIC REPORT
Financial review

Innovation and Organisational Development

Springboard is exploring a number of funding and development opportunities as well as training and development for trustees, staff and volunteers. This is combined with the need to provide seed funding to staff to test new ideas and pilot new projects.

These factors will provide the expertise, knowledge and development and support from others that is essential in enabling the charity to continue to develop its work and requires funds in which to do so when the need arises.

The designated funds for Organisational Development is £5,000.

Therefore, total reserves required is £226,411 and the total unrestricted reserves available are £283,315.

The reserves will and can only be built up from the unrestricted income. The level of reserves will be calculated and monitored every 3 months by the treasurer, with financial assistance if required, and will be presented and discussed by the Trustee Board quarterly as part of the agenda at meetings.

This policy will be reviewed yearly (review date within the policy) and when there are significant changes.

STRUCTURE, GOVERNANCE AND MANAGEMENT
Governing document

The organisation is a charitable company limited by guarantee, incorporated on 1 September 1992 and registered as a charity on 1 September 1992. 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. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Trustees. Under the requirements of the Memorandum and Articles of Association the members of the Board of Trustees are elected to serve for a period of three years after which they must be re-elected. All trustees gave their time voluntarily and received no benefits from the charity. Trustees meet every eight weeks to review strategy and set implementation plans and budgets. Sub-groups may be called prior to meetings if needed and make recommendations to the Trustee Board. The trustees hold an Annual General Meeting to which membership, their families, and professionals are invited.

Organisational structure

The Springboard Project has a Board of Trustees with six members who meet every two months and are responsible for the strategic direction of the charity. Our trustees come from a variety of professional and personal backgrounds relevant to the work of our charity. The Trustees delegate the day to day responsibilities for the provision of all operational activities, finances and fundraising to the CEO. The CEO in turn is responsible for ensuring that the charity delivers its front line services and ensures that our aims, objectives, outputs and outcomes are met as key performance indicators. Operational managers and coordinators have responsibility for the day to day operational management of their localities, engagement with their local communities, individual supervision of their staff team and ensuring that our staff and volunteers develop their skills and working practices to provide the best possible experiences and opportunities for all membership groups.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

New trustees are recruited based on the skills and expertise needed by the Charity. All trustees are given training on governance and the responsibilities of being a trustee.
An induction pack is given to all new trustees which includes:
- Obligations as a trustee and company director
- Attendance and participation in Board Meetings
- The Constitution Trustee Code of Conduct
- Trustee Guidelines
- The Business Plan
- The latest accounts of the Charity
- Charity Commission publication - 'The Essential Trustee: What you need to know'.

In addition, trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk management

The Board of Trustees is responsible for the management of the risks faced by the Charity.
A risk register is in place and has been ratified by the Board. All areas of potential risk are fully discussed at trustees' meetings and systems and procedures are established in managing those risks.
Systems, controls and procedures include strategic planning, budgeting, governance structure and lines of reporting, formal written policies (regularly reviewed and added to), authorisation and approval levels. Formal agendas and minutes are taken to accompany supporting documents for trustees meetings.

Pay policy

The salaries of the CEO, and any post where there may be a conflict of interest are set by the Chair and Treasurer with input from others as needed.

Independent review of salaries and local salary levels are sought where appropriate.

The pay of all staff is reviewed annually and any pay increase or up rise in increment is made where the organisation is able to afford to.

A transparent salary banding document dictates which band staff are in, and the increments that be attained. Staff may be paid additional increments or bonuses for particular skills, qualifications, changes in legislation or service achievement with agreement from the Chair and Treasurer.

Employees and Volunteers

An enthusiastic staff team and fantastic volunteers underpin the charity. At the end of March 2022, the charity employed 4 full time staff, and 5 part time staff. The charity also employs 20 sessional staff who assist with the peaks and demands of charitable activities and service delivery.
As of March 2022, there were 70 regular volunteers, who form a vital and much valued part of the charity that help to ensure the effective delivery of services.
The charity has a safer recruitment policy and procedure in place for recruitment and selection for all staff and volunteers.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

02744192 (England and Wales)

Registered Charity number

1014270

Registered office
Springboard House
52 Hurst Road
Horsham
West Sussex
RH12 2EP

Trustees
E Jackson (resigned 30.3.22)
A Vallon
G Cockwill
E Vijaykumar
R J Church
D Lethbridge (appointed 4.11.21)
J Carnie

Independent Examiner
P Collins FCA
ICAEW
Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 19 December 2022 and signed on the board's behalf by:

A Vallon - Trustee

Independent Examiner's Report to the Trustees of Springboard Project

Independent examiner's report to the trustees of Springboard Project ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

Responsibilities and basis of report
As the charity's 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 charity'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
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

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:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. 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
4. 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.

P Collins FCA
ICAEW
Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

Date: 22nd December 2022

Springboard Project

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2022

	Notes	Unrestricted fund £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	231,911	39,750	271,661	384,618
Charitable activities					
Activities and membership		-	-	-	25,263
Expenditure on charitable activities		75,266	-	75,266	-
Other trading activities	3	8,178	-	8,178	2,948
Investment income	4	26	-	26	31
Total		315,381	39,750	355,131	412,860
EXPENDITURE ON					
Raising funds	6	23,006	-	23,006	43,800
Charitable activities	7				
Expenditure on charitable activities		244,151	64,486	308,637	286,202
Total		267,157	64,486	331,643	330,002
NET INCOME/(EXPENDITURE)		48,224	(24,736)	23,488	82,858
RECONCILIATION OF FUNDS					
Total funds brought forward		389,447	94,720	484,167	401,309
TOTAL FUNDS CARRIED FORWARD		437,671	69,984	507,655	484,167

The notes form part of these financial statements

Springboard Project

Statement of Financial Position
31 March 2022

	Notes	Unrestricted fund £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
FIXED ASSETS					
Tangible assets	13	156,820	19,107	175,927	191,060
CURRENT ASSETS					
Debtors	14	4,045	-	4,045	8,381
Cash at bank		283,315	50,877	334,192	288,226
		287,360	50,877	338,237	296,607
CREDITORS					
Amounts falling due within one year	15	(6,509)	-	(6,509)	(3,500)
NET CURRENT ASSETS		280,851	50,877	331,728	293,107
TOTAL ASSETS LESS CURRENT LIABILITIES		437,671	69,984	507,655	484,167
NET ASSETS		437,671	69,984	507,655	484,167
FUNDS	17				
Unrestricted funds				437,671	389,447
Restricted funds				69,984	94,720
TOTAL FUNDS				507,655	484,167

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 19 December 2022 and were signed on its behalf by:

A Vallon - Trustee

The notes form part of these financial statements

Springboard Project

Statement of Cash Flows
for the Year Ended 31 March 2022

	Notes	31.3.22 £	31.3.21 £
Cash flows from operating activities			
Cash generated from operations	1	46,560	99,254
Net cash provided by operating activities		46,560	99,254
Cash flows from investing activities			
Purchase of tangible fixed assets		(620)	(4,818)
Interest received		26	31
Net cash used in investing activities		(594)	(4,787)
Change in cash and cash equivalents in the reporting period		45,966	94,467
Cash and cash equivalents at the beginning of the reporting period		288,226	193,759
Cash and cash equivalents at the end of the reporting period		334,192	288,226

The notes form part of these financial statements

Notes to the Statement of Cash Flows for the Year Ended 31 March 2022

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.22 £	31.3.21 £
Net income for the reporting period (as per the Statement of Financial Activities)	23,488	82,858
Adjustments for:		
Depreciation charges	15,753	19,456
Interest received	(26)	(31)
Decrease in debtors	4,336	4,532
Increase/(decrease) in creditors	3,009	(7,561)
Net cash provided by operations	46,560	99,254

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21 £	Cash flow £	At 31.3.22 £
Net cash			
Cash at bank	288,226	45,966	334,192
	288,226	45,966	334,192
Total	288,226	45,966	334,192

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation currency is the Pound (£) Sterling.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

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

Depreciation is provided at the following rates in order to write off each asset over its useful life;

Freehold buildings	2% per annum on cost
Fixtures, fittings and equipment	10 - 33% per annum on cost
Motor Vehicles	25% per annum on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the period of the lease.

2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
Donations	38,872	-	38,872	18,959
Grants receivable	193,039	39,750	232,789	365,659
	231,911	39,750	271,661	384,618

3. OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
Room Hire	8,178	-	8,178	2,948

4. INVESTMENT INCOME

	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
Interest	26	-	26	31

5. INCOME FROM CHARITABLE ACTIVITIES

	31.3.22 Expenditure on charitable activities £	31.3.21 Total activities £
Activities	65,799	16,932
Membership	9,467	8,331
	75,266	25,263

6. RAISING FUNDS

Raising donations and legacies

	Unrestricted funds	Restricted funds	31.3.22 Total funds	31.3.21 Total funds
	£	£	£	£
Staff costs	21,696	-	21,696	40,459
Travel	523	-	523	223
Publicity	787	-	787	3,118
	23,006	-	23,006	43,800

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Expenditure on charitable activities	294,337	14,300	308,637

8. SUPPORT COSTS

	Governance costs
	£
Expenditure on charitable activities	14,300

Support costs, included in the above, are as follows:

Governance costs

	31.3.22 Expenditure on charitable activities	31.3.21 Total activities
	£	£
Salaries & National Insurance	8,102	12,971
Accountancy fees	3,570	3,654
Legal fees	2,628	4,551
	14,300	21,176

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.22	31.3.21
	£	£
Depreciation - owned assets	15,753	19,456

10. TRUSTEES' REMUNERATION AND BENEFITS

No member of the board of trustees receives any remuneration or benefits or reimbursement of expenses.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2022 nor for the year ended 31 March 2021.

11. STAFF COSTS

	2022	2021
	£	£
Wages, Salaries and social security	214,008	224,113

The average monthly number of employees during the year was as follows:

	2022	2021
	FTE	FTE
Direct charitable activity	9	13

No employee received emoluments above £60,000 during the year.

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	263,020	121,598	384,618
Charitable activities			
Activities and membership	25,263	-	25,263
Other trading activities	2,948	-	2,948
Investment income	31	-	31
Total	291,262	121,598	412,860
EXPENDITURE ON			
Raising funds	40,944	2,856	43,800
Charitable activities			
Expenditure on charitable activities	186,021	100,181	286,202
Total	226,965	103,037	330,002

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted funds £	Total funds £
NET INCOME	64,297	18,561	82,858
RECONCILIATION OF FUNDS			
Total funds brought forward	325,150	76,159	401,309
TOTAL FUNDS CARRIED FORWARD	389,447	94,720	484,167

13. TANGIBLE FIXED ASSETS

	Property £	Fixtures and fittings £	Motor vehicles £	Totals £
COST				
At 1 April 2021	216,158	314,671	79,445	610,274
Additions	-	620	-	620
At 31 March 2022	216,158	315,291	79,445	610,894
DEPRECIATION				
At 1 April 2021	60,523	279,246	79,445	419,214
Charge for year	2,882	12,871	-	15,753
At 31 March 2022	63,405	292,117	79,445	434,967
NET BOOK VALUE				
At 31 March 2022	152,753	23,174	-	175,927
At 31 March 2021	155,635	35,425	-	191,060

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22 £	31.3.21 £
Trade debtors	3,245	3,966
Other debtors	800	4,415
	4,045	8,381

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Social security and other taxes	3,009	-
Accrued expenses	3,500	3,500
	6,509	3,500

16. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.22	31.3.21
	£	£
Within one year	1,585	3,170
Between one and five years	-	1,585
	1,585	4,755

17. MOVEMENT IN FUNDS

	At 1.4.21	Net movement in funds	At 31.3.22
	£	£	£
Unrestricted funds			
General fund	389,447	48,224	437,671
Restricted funds			
Capital works	34,195	(8,807)	25,388
Sutton short breaks	78	-	78
West Sussex short breaks	42,430	(11,923)	30,507
Crawley House	5,814	(1,454)	4,360
Worthing 6-12	11,247	(2,452)	8,795
Sustainability and development	956	(100)	856
	94,720	(24,736)	69,984
TOTAL FUNDS	484,167	23,488	507,655

17. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	315,381	(267,157)	48,224
Restricted funds			
Capital works	-	(8,807)	(8,807)
West Sussex short breaks	29,750	(41,673)	(11,923)
Crawley House	-	(1,454)	(1,454)
Worthing 6-12	10,000	(12,452)	(2,452)
Sustainability and development	-	(100)	(100)
	39,750	(64,486)	(24,736)
TOTAL FUNDS	355,131	(331,643)	23,488

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	At 31.3.21 £
Unrestricted funds			
General fund	325,150	64,297	389,447
Restricted funds			
Capital works	34,412	(217)	34,195
Lift Project	2,592	(2,592)	-
Sutton short breaks	78	-	78
West Sussex short breaks	24,277	18,153	42,430
Crawley House	7,268	(1,454)	5,814
Worthing 6-12	7,080	4,167	11,247
Sustainability and development	452	504	956
	76,159	18,561	94,720
TOTAL FUNDS	401,309	82,858	484,167

17. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	291,262	(226,965)	64,297
Restricted funds			
Capital works	8,811	(9,028)	(217)
Lift Project	-	(2,592)	(2,592)
Sutton short breaks	5,407	(5,407)	-
West Sussex short breaks	67,233	(49,080)	18,153
Crawley House	-	(1,454)	(1,454)
Worthing 6-12	25,147	(20,980)	4,167
Sustainability and development	15,000	(14,496)	504
	121,598	(103,037)	18,561
TOTAL FUNDS	412,860	(330,002)	82,858

The capital works fund represents a designated fund locked up in fixed assets which are needed for operational purposes, at their net book value as at the year end.

The lift project represents amounts received/expended on the construction of a lift at Springboard House.

The Sutton and West Sussex short breaks funds represents the amounts received to support the charity to run specific programmes for young disabled people.

The Worthing 6-12 short breaks fund represents the amounts received for respite care for children aged 6-12 years old with disabilities in the Worthing area.

The Sustainability and Development fund represents the amounts received for organisation fundraising and the development of services.

Crawley Centre fund represents the amounts received/expended in order to provide a second facility from which to expand the availability of the projects work, whilst the Crawley Centre has closed the assets included within this reserve were transferred to the Horsham site.

General Fund: Reserve - The general fund represents the net assets of the Charity that are not restricted to specific purposes.

18. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2022.

19. ULTIMATE CONTROLLING PARTY

For both the current period and the previous year, the charitable company was under the control of the trustees.

Springboard Project

Detailed Statement of Financial Activities
for the Year Ended 31 March 2022

	31.3.22 £	31.3.21 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	38,872	18,959
Grants receivable	232,789	365,659
	271,661	384,618
Other trading activities		
Room Hire	8,178	2,948
Investment income		
Interest	26	31
Charitable activities		
Activities	65,799	16,932
Membership	9,467	8,331
	75,266	25,263
Total incoming resources	355,131	412,860
EXPENDITURE		
Raising donations and legacies		
Salaries & National insurance	21,696	40,459
Travel	523	223
Publicity	787	3,118
	23,006	43,800
Charitable activities		
Salaries & National insurance	184,210	170,683
Activity schemes	17,003	5,910
Staff training and recruitment	17,556	8,850
Repairs, renewals and maintenance	14,740	11,943
Utilities & Insurance	20,158	16,377
Office costs	19,307	30,413
Travel	5,610	1,394
Depreciation	15,753	19,456
	294,337	265,026
Support costs		
Governance costs		
Salaries & National Insurance	8,102	12,971
Carried forward	8,102	12,971

Detailed Statement of Financial Activities for the Year Ended 31 March 2022

	31.3.22	31.3.21
	£	£
Governance costs		
Brought forward	8,102	12,971
Accountancy fees	3,570	3,654
Legal fees	2,628	4,551
	14,300	21,176
Total resources expended	331,643	330,002
Net income	23,488	82,858

SPRINGBOARD PROJECT

England & Wales - Charity number 1014270

Accounts

REGISTERED COMPANY NUMBER: 02744192 (England and Wales)
REGISTERED CHARITY NUMBER:

Report of the Trustees and

Financial Statements for the Year Ended 31 March 2021

for

Springboard Project
(A Company Limited by Guarantee)

Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

Springboard Project

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for the Year Ended 31 March 2021

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Springboard Project

Chairman and CEO Reports
for the Year Ended 31 March 2021

Chair's Report

The last year has been one like no other I have experienced. In my professional capacity I have seen the NHS, those in social care and the general community coming together to support the most vulnerable in society. My role as Springboard's chair has also given me the privilege of supporting the organisation through such unprecedented times.

Our collective thoughts go out to all those whose lives have been lost as a result of the pandemic and our sincere thanks to all of whose who provided support, adjusted how they deliver services and enabled the whole nation to come together in what have been scary, complex and unknown times.

I am hugely proud of the support the Springboard team has been able to provide during the last twelve months. The SEND team adjusted so quickly and confidently to virtual services and remote support, that it felt like they had always been doing elements of support in that nature.

Like many charities we have seen the nature of our income change dramatically as result of the pandemic and it is still unknown what the future may hold in respect to establishing our traditional income sources. However, we do know that without the generosity of so many, including trusts and foundations, national government, local government and the general public that the financial position of the charity would have been negatively affected. Yet, through exceptional management of the charity, we find ourselves in a relatively positive position considering the circumstances. Whilst we had to make the difficult decision to make redundancies and restructure the organisation, we did so, knowing that we had improved our systems and that the redundancies would not affect front line services.

This air of optimism does not distract from the incredible amount of hard work ahead to recovery and to revitalise the organisation after what has been some of the hardest set of circumstances to navigate through. I know the passion, commitment and experience of our staff and volunteers will continue and help us to ensure we support those we serve and balance the many layers of inequality that unfortunately exist in many of our communities.

All of the trustees are sincerely thankful to everyone who has supported us, including staff, volunteers, donors, funders, and partner organisations. As trustees, we are all humbled and proud of the work the organisation has undertaken during this year and we have to give praise to all of our staff and volunteers who have been able to support so many in such creative and caring ways.

Dr Elango Vijaykumar
Chair of Trustees

CEO's Report

Before I start, I must express our deep condolences to all of those that have lost their lives as a result of the pandemic. In saying this, I mean this in its broadest sense, and not simply those who lost their lives as a result of covid-19 but those who also lost their lives as a result of missed treatment, being afraid to go to a hospital and those who may have then lost their lives as a result of isolation and loneliness.

The term unprecedented comes to mind, but this word has probably been overused over the last year, yet I can't think of another word to describe the year we have all had. It truly was a year like no other and it is one I would never like to repeat again. Yet, I must also focus and mention some of the positive aspects to have come from the pandemic, and there are many. The organisation started the year like many others, in lockdown, with staff working from home.
However, we also started the year delivering a virtual programme to support children, young people and young adults with a disability. Our SEND team were truly inspiring in quickly pivoting to develop and deliver a programme of support that included virtual sessions, activity packs, online videos, welfare calls and bespoke support for families over the internet. What the team did was, and I don't say this lightly, incredible. They were proactive, inventive and brave in trying what they could to support families in all the different manners they needed.

We learnt a lot during that initial period, and the whole organisation quickly adapted to what seems normal now. Teams calls, zoom meetings, the cat walking in front of the screen and babies crying in the background. Yet, we also knew that there was a deep seriousness to the novelty we all experienced at the start of the pandemic. We knew families would be struggling without their normal respite, children would be trying to cope with a new routine that was very quickly thrust upon them and we knew many would be worried about their livelihoods, particular as many parents we work with had jobs connected to aviation, made worse by the fact that Crawley was one of the worst affected areas employment wise as a result of the airline industry grinding to an abrupt halt.

Still, as we all slowly figured things out and more and more information came from central government we set out to support families the best way we could as well as work hard to ensure that the organisation was able to survive and provide further support once things returned to normal. Even though things have never really returned to normal, due to the vulnerability of many of those we support and the fact that the behaviour and ability of many of the children and young people we supported took a step backwards, we have always been of the mindset that we must support people the best way we can. When we were allowed to reopen services in a face to face manner we did. However, we did it consciously and cautiously, so we gave time for relationships to rebuilt, to better understand the new needs of each individual and their families, as well as enable those who were anxious about accessing their community to feel safer.

During this time, we also had to navigate furlough with some staff, and whilst this meant we were able to maintain the majority of the roles we had, we did decide to restructure the organisation. This meant we sadly said goodbye to some staff, however, we designed the restructure in way that it meant we didn't lose any front-line service capacity.

We have been touched by the positive responses and thanks from parent carers for the support we had the privilege to offer over the last 12 months. We have also been inspired by the resilience of the many children and young people we support. Of course, we have seen and heard of those really finding it difficult, with heart-breaking stories from some. Clearly, the fallout and longer-term consequence on the health, wellbeing and development of children, young people and their families will take a while to completely understand. However, what I do know is, that Springboard have a passionate, caring and adaptable staff team and they will continue to support families in a variety of ways as we all start the work on supporting families to recover from the pandemic.

Ben Burt
CEO

Springboard Project

Treasurer's Report
for the Year Ended 31 March 2021

This financial year, like 2020 before, has proven to be another challenging year as we continue to flex and adapt our services to deal with the ongoing impact of the corona virus pandemic. However, the recent restructuring and implementation of more efficient ways of working that have been implemented over the last couple of years has enabled Springboard to meet and adapt to these financial challenges as they have arisen.

A summary of key financial movements is provided below.

- Income is not a reflection of a normal year
- Organisation restructured to ensure future sustainability and lean working practices
- Support from a number of trusts and foundations
- Support from government schemes including Job retention scheme and discretionary grants
- Normal operating was disrupted
- Organisation has ensured it weathered the storm at this stage

Income	**2021**	**2020**	**Annual movement**	
	£	**£**	**£**	**%**
Donations	18,959	31,479	(12,520)	(40)
Contracts/Grants	365,659	254,574	111,085	44
Memberships/Activities	25,263	73,808	(48,545)	(66)
Other Income	2,948	14,923	(11,975)	(80)
Total	**412,829**	**374,784**	**38,045**	**10**

Total income for the year was £412,829, an increase of £38,045 (10%) compared with 2020. This year the proportion of income from donations, memberships/ activities and other sources has dropped to 11% (32% in 2020) whilst income from contracts/ grants accounted for 89% (68% in 2020).

Income from membership/ activities reduced as a result of having to shut our centre in Horsham, which was only open for September, October and part of December due to government social distancing restrictions. The reduction in other income was largely due to a fall in room hire. As our tenants have issued notice, it may be difficult securing new tenants with so many people now working from home.

However, Springboard were successful in applying and receiving several grants that have helped provide financial support such as additional 121 support, virtual services as well as activity packs and the government backed job retention scheme. These increases in contract and grant income are likely to be one off and possibly not available again.

Our sources of income and variability in income is likely to continue through 2022 and into 2023 as we continue to deal with the impact of coronavirus. Our healthy position with regard to reserves and cash balances should help the organisation to meet these income challenges in the short term.

The following table shows how the charity spent its money this year by main category and the movements compared to 2020.

Expenditure	**2021**	**2020**	**Annual Movement**	
	£	**£**	**£**	**%**
Salaries & National Insurance	170,683	181,574	(10,891)	(6)
Activity Schemes	5,910	21,498	(15,588)	(73)
Staff Training & Recruitment	8,850	6,445	2,405	37
Facility Costs	58,733	33,696	25,037	74
Travel	1,394	6,664	(5,270)	(79)
Depreciation	19,456	22,066	(2,610)	(12)
Governance	21,176	23,590	(2,414)	(10)
Income Generation	43,800	25,283	18,517	73
Total	**330,002**	**320,816**	**9,186**	**3**

Springboard Project

Treasurer's Report
for the Year Ended 31 March 2021

Expenditure has been reduced in the majority of areas however we have seen a rise in staff training and facility costs. This is primarily as a result of providing additional training and support for staff through this challenging year. The facility cost increase reflects investment in our Horsham building, including a new kitchen, additional play equipment and outdoor resources as well as insulation and redecoration. The organisation still retains ownership over its minibuses which forms the majority of depreciation costs. However, they are operated and maintained by Community Transport Sussex and when required will be hired back by Springboard at a preferential rate which will reduce future transport costs.

Income generation costs have increased by £18,517 (73%) compared with 2020 and is due to a redistribution of CEO salary costs to reflect work carried out in this area. The increase also includes additional training and development for fundraising staff as well as equipment and resources to support delivery of income generation activities.

2021 has been another unprecedented year of challenges, financially and otherwise, however through tight cost control, particularly around variable costs associated with our activities, combined with positive income generation for the year, Springboard has produced a surplus of £82,827 (£53,968 for 2020). It remains crucial that as we enter 2022 Springboard continues to manage its finances with a degree of prudence as we navigate through these unprecedented times. Springboard has a strong financial basis to deal with these ongoing challenges with strong financial control, a proactive and successful approach to income raising and healthy reserves.

Total expenditure for the year was £320,002 which was an increase of £9,186 (3%).

Report of the Trustees for the Year Ended 31 March 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

Short Breaks: Ages 0-6
Our under 6 service provides short breaks for disabled children and children under 6 years. Children are accompanied by their parents, family members and siblings. This enables very young disabled children the chance to enjoy all the play facilities at our centres under the care of our staff and volunteers. As well as providing opportunities for young disabled children to play, we also provide information, guidance and signposting to other organisations.

Short Breaks: Ages 6-12
Horsham, Crawley and Worthing
Our Short Breaks services in Horsham, Crawley and Worthing give disabled children aged 6-12 the opportunity to try new experiences, learn new skills, develop their confidence, make friends and have fun. The Short Breaks also give parents and carers the chance to have a break from their caring responsibilities.
The groups are available to all families with a disabled child as well as those with a suspected or undiagnosed disability, awaiting a diagnosis or those who are not in receipt of DLA or PIP. Sessions run all year round including after school, evenings and weekends as well as during the school holidays.

Short Breaks: Ages 12-18
Horsham, Crawley and Sutton
Our Short Breaks services in Horsham, Crawley and Sutton give disabled young people aged 12-18 the opportunity to try new experiences, learn new skills, develop their confidence, make friends and have fun. The groups work with young people to help them build independence and life skills such as budgeting, travel, talking to others and meeting new people. The Short Breaks also give parents and carers the chance to have a break from their caring responsibilities.
The groups are available to all families with a disabled young person as well as those with a suspected or undiagnosed disability, awaiting a diagnosis or those who are not in receipt of DLA or PIP. Sessions run all year round including after school, evenings and weekends as well as during the school holidays.

Transition Service: 18-25
West Sussex and Sutton
Our transition service provides a welcoming environment and opportunity for members of Springboard who have transitioned into adult social services but still want to have the opportunity sustain the friendships they have built and engage in social and recreational activities comparable to other people their age.
The service focuses on building independence and resilience through activities that promote budgeting, independent travel and social inclusion.

Stay and Play
Horsham
Our centre in Horsham is an inclusive play centre designed for families with children aged 0-6. All families are welcome whether or not their child has a disability. The centre have a range of areas including a sensory room, adventure room and soft play room which give all children the opportunity to play. The centre enable parents to talk and learn from one another as well as encourage children to play with one another. The centre are also designed to give families with a disabled child a place to go that is inclusive, understanding and supportive of the challenges they may face.

The charity was also able to support families during periods of lockdowns by opening up our garden and sensory facilities for vulnerable families who struggled for garden access, as well as where sensory and secure facilities were beneficial due to the needs of individuals.

Virtual Services

As a result of covid-19 and the public health measures enforced, the charity quickly adapted to provide a number of virtual services. These included welfare phone calls to children, young people and their families to ensure their wellbeing was being maintained and that we identified any additional support measures to help families. The charity also delivered multiple group and 1-2-1 support for children and young people with a disability with the highlight being an online session with a zoo that engaged with over 80 families.

Activity packs, online videos and behaviour support plans were also delivered remotely which helped support families further during the pandemic.

Public Benefit Reporting

The trustees confirm that they have complied with the duty in section 17 (5) of the Charities Act 2011 to have regard to the Charities Commission general guidance on public health, 'Charities and Public Benefit '. The trustees have taken due regard of the Charity Commission's guidance on public benefit while setting the objectives and reviewing the activities of the charity.

STRATEGIC REPORT

Achievement and performance

Springboard's Vision

A world of equality where all disabled children, young people and their families are able to reach their full potential.

Springboard's Mission
- Facilitate and offer advice and support to disabled children, young people and their families.
- Create environments and deliver services that develop identity and build self-esteem.
- Advocate and raise awareness on disability and the barriers associated.
- Enhance the physical and emotional wellbeing of disabled children, young people and their families.

Springboard's Values

Springboard has five core values which underpin and guide the way we work in all that we do.

We are:

Passionate
We believe by supporting individuals we are able to create independence and enable people to reach their potential.
Fun
We believe that you are able to achieve greater outcomes when people feel good about and enjoy themselves.
Caring
We believe in listening, supporting and responding to each person's individual needs and circumstances.
Inclusive
We believe that everyone regardless of their disability, need and background should be able to access high quality services and facilities.
Adaptable
We believe personalised, flexible services and approaches help develop choice, voice and opportunity.

Achievement and Performance

Springboard's services address many of the barriers disabled children, young people and their families face. This includes being able to fully integrate into community life and be embedded in the community by providing a range of engaging activities, sessions and programmes that are equal to that of their non-disabled peers.

This has obviously been more challenging this year but the organization has still done an unbelievable job in supporting disabled children, young people and their families.

2020/2021 has seen the organisation travel through a journey like no other any of us have experienced before. Although we have tried our best to maintain the direction of travel we had originally set out a number of years ago, we had to adapt and change like most other charities to navigate our way through the pandemic. Thankfully, the hard work we had undertaken in previous years meant we were able to adjust to the differing demands of the pandemic in a nimbler and effective manner. We have developed our use of technology, adjusted the ways we work and discovered new ways to do things. Although we have done a great job at constantly adapting, time will tell if we need to revisit our strategic plan to review the new world we will be living in and identify new priorities as a result of the changes being brought upon by the pandemic and potentially Brexit.

I am pleased to say, in spite of the pandemic, we have made progress in all four priority areas of our strategic plan, in;

- Creating efficient and effective systems,
- Strengthening and developing services,
- Diversifying and building upon income streams,
- Building partnerships and raising our profile.

We still have a huge amount of work to do in achieving all we want from our strategic plan but we have continued to make excellent progress. There is still work to do on increasing our sustainability and turning ideas in a reality, particularly with supported employment and volunteering for those with SEND however I have every confidence in the team we have to develop the organisation further and provide further impact to those we are working with and those we will work with in the future.

Short Breaks
Our Short Breaks services for disabled children aged 6-12 in Horsham, Crawley, Worthing and Sutton continue to provide much needed opportunities and experiences for disabled children, young people, young adults as well as provide parents and carers with respite from their caring responsibilities. The number of children, young people and young adults continue to remain on track with targets with waiting lists for many of our groups.

Parents gave lovely feedback, such as the quotes below;
"Thank you so so much for T's session this evening, He had the most wonderful time and chatted enthusiastically all the way home about what he had been doing!"
"He can't wait to come back again to see you all, It's so nice for him to go somewhere and be accepted for who is, enjoy and be able to be himself! Thank you for the time and patience that you all have already shown to him, We really appreciate what you do and offer the children, it's amazing."

"It has been a tough time for us all but we take comfort that you and the staff were there for us and helped to make things easier. Your well-being calls to C during the beginning dark and uncertain times, made a big difference to him and gave us much needed respite. We cannot thank you all enough, you have just been amazing, our 'lifeline'."

"A huge thank you for organising the Zoo visit. H totally loved it!! He was really engaged and had loads of fun, asking loads of questions. it was the highlight of our week. We are super keen to visit the zoo when restrictions lift. - online session."

Springboard's Horsham, Crawley, Worthing and Sutton groups have:
Delivered over 280 virtual group based sessions.
Delivered over 370 welfare phone calls to children, young people, young adults and their parents.
Sent over 70 electronic activity packs.
Delivered over 400 activity care packages.
Delivered over 170 online activity videos.
Delivered over 10 bespoke packages off support for behavior and 121 engagement for individuals and their families.
Had over 220 visits to our garden and sensory facilities during lockdown periods.
Delivered over 2200 of face to face Short Breaks hours (respite) for children, young people, young adults, parents and carers.
Worked with over 300 children, young people and young adults.

Please note that Springboard's face to face services were only ran from August to March.

Stay and Play
Our open access membership for children under 6, their families, and carers has enabled children to play together, develop, learn and improve their wellbeing. Families have also been able to access peer support, gain advice and be signposted to other services if needed.

Families were so receptive to our Stay and Play service during the months it was open, with many new families visiting once lockdowns came to an end, with one saying;

"We have just been to visit for a stay and play for the first time and loved it"

Springboards Stay and Play services in Horsham have:
Had over 2,353 visits from families.

Please note that Springboard's Stay and Play service was forced to close as a result of public health measures in relation to covid-19 for 9 months of the year and was only able to open for September, October and December.

Research and Development
We are continuing with our work our stakeholders in statutory agencies, as well as fellow voluntary sector organisations to look at the pathway in life for those with SEND. This has included how we support individuals to become as independent as possible, become active citizens and feel able to access their local community.

A focus for the next year will be developing our work in supported volunteering and employment, combined with how we develop the range of groups we deliver and how we deliver them. This is particular important as we need to address the increase in 1-2-1 support that is needed, but we will also want to ensure that those who have mild learning difficulties or are high functioning gain the support they need so they do not become socially isolated.

Longer term, we will also be reviewing and refining how we use technology and embed its use within our delivery offer. We have learnt a lot from being forced to adapt as a result of the pandemic and much of what we have learnt will remain as business as normal within the organization from here on in, but we still believe we can explore how to get the most of out technology and support those with a disability. This includes looking into how we use digital technology to develop our engagement with individuals, particularly those with who are suffering from such bad anxiety that they find it difficult to leave their house or at times their bedrooms as well as how we use it to enable children and young people with a disability to have their voice heard and interact in a wider way.

Financial review

Reserves

The organisation ended the 2021 financial year with a cash balance of £288,226 (increase of £94,467 on 2020). This increase is consistent with the in year surplus £82,827 and includes an unrestricted cash balance of £217,343.

The table below sets out the key financial figures - cash, net outgoings (surplus/deficit) and total funds.

	2021	2020
	£	£
Year end cash	288,226	193,759
Surplus/(Deficit)	82,858	54,050
Total funds	**484,167**	**401,309**

The total funds have increased by £82,858. This increase is primarily due to the support received during the last 12 months which resulted in the organisation not needing to use unrestricted income which it would normally have done in a year without coronavirus. This gives the organisation stronger foundations to continue to provide and deliver to deliver future committed services. The organisation will however need to continue to source funding from varied revenue streams and reduce exposure to risk, particular as we are now starting to see both rising demand as well as rising costs.

STRATEGIC REPORT

Financial review

Reserves policy

Springboard has many income streams, which include contracts, grants, donations and revenue from venue hire and birthday parties. Whilst these income streams have been in place for many years, being reliant on them has been highlighted as a risk by the Springboard Trustee Board as this income is not always guaranteed.

Therefore, it is crucial to ensure there are sufficient reserves to run Springboard and deliver our charitable objectives while fundraising and income generation is undertaken or to wind up the charity. During this time Springboard would also be able to meet its obligation to disabled children, young people and their families as well as the wider community if existing sources of income are lost or not secured.

Based on 2021/2022 budget projections Springboard is dependent on £288,0733 to sustain its activities. At this stage none of Springboard's services has full cost recovery and all require fundraising and income generation activity to sustain and deliver each service. Without securing a mix of revenue such as grants, donations and membership fees in a service budget would make it likely that Springboard would have to reconsider charitable objectives and operations, have to reduce a service or in severe circumstances, such as multiple service deficits, close services or wind the organisation up.

To ensure the risk of closure of Springboard is managed and mitigated, should income reduce or not be secured, the trustee board has agreed to maintain unrestricted financial reserves to ensure that Springboard's current operations can continue for a minimum period of 6 months as well ensure we have the funds available in the event of redundancy.
Our operational reserve length has moved from 3 months to 6 months due to the ever complex and shifting landscape we work within. Notably, the dramatic ongoing effects of the pandemic have meant the trustee board wish to prudent to safeguard the organisation going forward. The current circumstances in relation to covid and the effect of potential lockdowns and additional public health measures, more competition for funding and rising costs have lead the trustees to believe holding an additional 3 months in operating costs are needed to ensure service delivery can operate in the short term.

Calculated reserves of £156,242 are needed to ensure we have the reserves available should we need them.

The trustee board has also identified three categories that require designated funds; these designated funds have been created to mitigate risks identified in the Springboard Risk Register. They are:

Building Repair and Emergency

The nature of work carried out by Springboard can be capital intensive, with many charitable activities requiring the use of buildings and in particular Springboard's Horsham premises. The Horsham premises used by Springboard is over 100 old years and we do not have the luxury of it being a purpose built building. This, combined with ever increasing repair work as well as general maintenance and up keep of the property to ensure charitable activities can continue, means operating costs rise each year. A surveyor's report also highlighted a number of major works that will need completing over the next 5 years.

The designated funds for Building Repair and Emergency is £15,750.

SEND Programme and Support

Springboard's SEND programme is currently based across 4 geographical locations and works with 4 key age demographics. There is a growing demand for 1-2-1 support as individuals have an increased complexity of need. This requires more intensive staffing which results in an increase in salary costs which are not currently recovered from our existing major contracts and grants. We need to ensure we have the unrestricted funds to hand in the event we have been unable to secure additional funding.

In the event that we are unable to secure additional funds to support services, the loss of income and funding would prove challenging for Springboard to continue to fund its SEND programmes. To ensure that Springboard has the security to deliver its SEND programme (particularly for its 6-12 and 12-18 age demographics) and seek income streams to continue the SEND programme, designated funds are required to support this charitable activity and build its sustainability.

STRATEGIC REPORT

Financial review

The designated funds for SEND Programme is £30,645.

Innovation and Organisational Development

Springboard is exploring a number of funding and development opportunities as well as training and development for trustees, staff and volunteers. This is combined with the need to provide seed funding to staff to test new ideas and pilot new projects.

These factors will provide the expertise, knowledge and development and support from others that is essential in enabling the charity to continue to develop its work and requires funds in which to do so when the need arises.

The designated funds for Organisational Development is £5,000.

Therefore, total reserves required is £207,637 and the total unrestricted reserves available are £217,343.

The reserves will and can only be built up from the unrestricted income. The level of reserves will be calculated and monitored every 3 months by the treasurer, with financial assistance if required, and will be presented and discussed by the Trustee Board quarterly as part of the agenda at meetings.

This policy will be reviewed yearly (review date within the policy) and when there are significant changes.

Funding and support

The Charity received funding and other forms of beneficial support during the financial year 2020-21. The Charity's income comes from a range of sources including local authorities, in the form of service contracts, trusts and foundations, grants, community and corporate funding as well as commercial revenue from services such as birthday parties.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 1 September 1992 and registered as a charity on 1 September 1992. 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. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Trustees. Under the requirements of the Memorandum and Articles of Association the members of the Board of Trustees are elected to serve for a period of three years after which they must be re-elected. All trustees gave their time voluntarily and received no benefits from the charity. Trustees meet every eight weeks to review strategy and set implementation plans and budgets. Sub-groups may be called prior to meetings if needed and make recommendations to the Trustee Board. The trustees hold an Annual General Meeting to which membership, their families, and professionals are invited.

Organisational structure

The Springboard Project has a Board of Trustees with six members who meet every two months and are responsible for the strategic direction of the charity. Our trustees come from a variety of professional and personal backgrounds relevant to the work of our charity. The Trustees delegate the day to day responsibilities for the provision of all operational activities, finances and fundraising with the CEO. The CEO in turn is responsible for ensuring that the charity delivers its front line services and ensures that our aims, objectives, outputs and outcomes are met as key performance indicators. Operational managers and coordinators have responsibility for the day to day operational management of their localities, engagement with their local communities, individual supervision of their staff team and ensuring that our staff and volunteers develop their skills and working practices to provide the best possible experiences and opportunities for all membership groups.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

New trustees are recruited based on the skills and expertise needed by the Charity. All trustees are given training on governance and the responsibilities of being a trustee.
An induction pack is given to all new trustees which includes:
- Obligations as a trustee and company director
- Attendance and participation in Board Meetings
- The Constitution Trustee Code of Conduct
- Trustee Guidelines
- The Business Plan
- The latest accounts of the Charity
- Charity Commission publication - 'The Essential Trustee: What you need to know'.

In addition, trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities

Risk management

The Board of Trustees is responsible for the management of the risks faced by the Charity.
A risk register is in place and has been ratified by the Board. All areas of potential risk are fully discussed at trustees' meetings and systems and procedures are established in managing those risks.
Systems, controls and procedures include strategic planning, budgeting, governance structure and lines of reporting, formal written policies (regularly reviewed and added to), authorisation and approval levels. Formal agendas and minutes are taken to accompany supporting documents for trustees meetings.

Pay policy

The salaries of the CEO, and any post where there may be a conflict of interest are set by the Chair and Treasurer with input from others as needed.
Independent review of salaries and local salary levels are sought where appropriate.
The pay of all staff are reviewed annually and any pay increase or up rise in increment is made where the organisation is able to afford to.
A transparent salary banding document dictates which band staff are in, and the increments that be attained. Staff may be paid additional increments or bonuses for particular skills, qualifications, changes in legislation or service achievement with agreement from the Chair and Treasurer.

Employees and Volunteers

An enthusiastic staff team and fantastic volunteers underpin the charity. At the end of March 2021, the charity employed 4 full time staff, and 3 part time staff. The charity also employs 25 sessional staff who assist with the peaks and demands of charitable activities and service delivery.
As of March 2021, there were 80 regular volunteers, who form a vital and much valued part of the charity that help to ensure the effective delivery of services.
The charity has a safer recruitment policy and procedure in place for recruitment and selection for all staff and volunteers.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

02744192 (England and Wales)

Registered Charity number

Registered office

Springboard House
52 Hurst Road
Horsham
West Sussex
RH12 2EP

Springboard Project

Report of the Trustees
for the Year Ended 31 March 2021

Trustees
E Jackson
A Vallon
G Cockwill
E Vijaykumar
R J Church (appointed 11.6.20)
D Lethbridge (appointed 4.11.21)
J Carnie

Independent Examiner
P Collins FCA
ICAEW
Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ..17/12/2021..... and signed on the board's behalf by:

.....
E Vijaykumar - Trustee

Independent Examiner's Report to the Trustees of Springboard Project

Independent examiner's report to the trustees of Springboard Project ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

Responsibilities and basis of report
As the charity's 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 charity'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
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

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:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. 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
4. 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.

P Collins FCA
ICAEW
Warren House Accountants Limited
4 The Courtyard
Holmsted Farm
Staplefield Road
Haywards Heath
RH17 5JF

Date: 20th December 2021

Springboard Project

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2021

	Notes	Unrestricted fund £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	263,020	121,598	384,618	286,053
Charitable activities	5				
Activities and membership		25,263	-	25,263	73,808
Other trading activities	3	2,948	-	2,948	14,923
Investment income	4	31	-	31	82
Total		291,262	121,598	412,860	374,866
EXPENDITURE ON					
Raising funds	6	40,944	2,856	43,800	25,283
Charitable activities	7				
Expenditure on charitable activities		186,021	100,181	286,202	295,533
Total		226,965	103,037	330,002	320,816
NET INCOME		64,297	18,561	82,858	54,050
RECONCILIATION OF FUNDS					
Total funds brought forward		325,150	76,159	401,309	347,259
TOTAL FUNDS CARRIED FORWARD		389,447	94,720	484,167	401,309

The notes form part of these financial statements

Springboard Project

Statement of Financial Position
31 March 2021

	Notes	Unrestricted fund £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
FIXED ASSETS					
Tangible assets	13	167,223	23,837	191,060	205,698
CURRENT ASSETS					
Debtors	14	8,381	-	8,381	12,913
Cash at bank		217,343	70,883	288,226	193,759
		225,724	70,883	296,607	206,672
CREDITORS					
Amounts falling due within one year	15	(3,500)	-	(3,500)	(11,061)
NET CURRENT ASSETS		222,224	70,883	293,107	195,611
TOTAL ASSETS LESS CURRENT LIABILITIES		389,447	94,720	484,167	401,309
NET ASSETS		389,447	94,720	484,167	401,309
FUNDS	16				
Unrestricted funds				389,447	325,150
Restricted funds				94,720	76,159
TOTAL FUNDS				484,167	401,309

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 07/12/21 and were signed on its behalf by:

E Vijay Kumar

E Vijaykumar - Trustee

The notes form part of these financial statements

Springboard Project

Statement of Cash Flows
for the Year Ended 31 March 2021

	Notes	31.3.21 £	31.3.20 £
Cash flows from operating activities			
Cash generated from operations	1	99,254	92,124
Net cash provided by operating activities		99,254	92,124
Cash flows from investing activities			
Purchase of tangible fixed assets		(4,818)	(22,695)
Interest received		31	82
Net cash used in investing activities		(4,787)	(22,613)
Change in cash and cash equivalents in the reporting period		94,467	69,511
Cash and cash equivalents at the beginning of the reporting period		193,759	124,248
Cash and cash equivalents at the end of the reporting period		288,226	193,759

The notes form part of these financial statements

Notes to the Statement of Cash Flows for the Year Ended 31 March 2021

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.21 £	31.3.20 £
Net income for the reporting period (as per the Statement of Financial Activities)	82,858	54,050
Adjustments for:		
Depreciation charges	19,456	22,066
Interest received	(31)	(82)
Decrease in debtors	4,532	20,039
Decrease in creditors	(7,561)	(3,949)
Net cash provided by operations	99,254	92,124

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20 £	Cash flow £	At 31.3.21 £
Net cash			
Cash at bank	193,759	94,467	288,226
	193,759	94,467	288,226
Total	193,759	94,467	288,226

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation currency is the Pound (£) Sterling.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

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

Depreciation is provided at the following rates in order to write off each asset over its useful life;

Freehold buildings	2% per annum on cost
Fixtures, fittings and equipment	10 - 33% per annum on cost
Motor Vehicles	25% per annum on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the period of the lease.

2. DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	31.3.21 Total funds	31.3.20 Total funds
	£	£	£	£
Donations	18,959	-	18,959	31,479
Grants receivable	244,061	121,598	365,659	254,574
	263,020	121,598	384,618	286,053

3. OTHER TRADING ACTIVITIES

	Unrestricted funds	Restricted funds	31.3.21 Total funds	31.3.20 Total funds
	£	£	£	£
Room Hire	2,948	-	2,948	14,923

4. INVESTMENT INCOME

	Unrestricted funds	Restricted funds	31.3.21 Total funds	31.3.20 Total funds
	£	£	£	£
Interest	31	-	31	82

5. INCOME FROM CHARITABLE ACTIVITIES

	31.3.21 Activities and membership	31.3.20 Total activities
	£	£
Activities	16,932	51,178
Membership	8,331	22,630
	25,263	73,808

6. RAISING FUNDS

Raising donations and legacies

	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
Staff costs	40,459	-	40,459	23,799
Travel	223	-	223	245
Publicity	262	2,856	3,118	1,239
	40,944	2,856	43,800	25,283

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Expenditure on charitable activities	265,026	21,176	286,202

8. SUPPORT COSTS

	Governance costs £
Expenditure on charitable activities	21,176

Support costs, included in the above, are as follows:

Governance costs

	31.3.21 Expenditure on charitable activities £	31.3.20 Total activities £
Salaries & National Insurance	12,971	14,843
Accountancy fees	3,654	4,070
Legal fees	4,551	4,677
	21,176	23,590

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.21	31.3.20
	£	£
Depreciation - owned assets	19,456	22,066

10. TRUSTEES' REMUNERATION AND BENEFITS

No member of the board of trustees receives any remuneration or benefits or reimbursement of expenses.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

11. STAFF COSTS

	2021	2020
	£	£
Wages, Salaries and social security	224,633	220,216

The average monthly number of employees during the year was as follows:

	2021	2020
	FTE	FTE
Direct charitable activity	13	13

No employee received emoluments above £60,000 during the year.

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	187,629	98,424	286,053
Charitable activities			
Activities and membership	73,808	-	73,808
Other trading activities	14,923	-	14,923
Investment income	82	-	82
Total	276,442	98,424	374,866
EXPENDITURE ON			
Raising funds	24,509	774	25,283
Charitable activities			
Expenditure on charitable activities	216,807	78,726	295,533
Total	241,316	79,500	320,816
NET INCOME	35,126	18,924	54,050

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted funds £	Total funds £
RECONCILIATION OF FUNDS			
Total funds brought forward	290,024	57,235	347,259
TOTAL FUNDS CARRIED FORWARD	325,150	76,159	401,309

13. TANGIBLE FIXED ASSETS

	Property £	Fixtures and fittings £	Motor vehicles £	Totals £
COST				
At 1 April 2020	216,158	315,117	79,445	610,720
Additions	-	4,818	-	4,818
Disposals	-	(5,264)	-	(5,264)
At 31 March 2021	216,158	314,671	79,445	610,274
DEPRECIATION				
At 1 April 2020	57,641	267,936	79,445	405,022
Charge for year	2,882	16,574	-	19,456
Eliminated on disposal	-	(5,264)	-	(5,264)
At 31 March 2021	60,523	279,246	79,445	419,214
NET BOOK VALUE				
At 31 March 2021	155,635	35,425	-	191,060
At 31 March 2020	158,517	47,181	-	205,698

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21 £	31.3.20 £
Trade debtors	3,966	66
Other debtors	4,415	-
Prepayments and accrued income	-	12,847
	8,381	12,913

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21	31.3.20
	£	£
Trade creditors	-	3,673
Social security and other taxes	-	2,291
Accrued expenses	3,500	5,097
	3,500	11,061

16. MOVEMENT IN FUNDS

	At 1.4.20	Net movement in funds	At 31.3.21
	£	£	£
Unrestricted funds			
General fund	325,150	64,297	389,447
Restricted funds			
Capital works	34,412	(217)	34,195
Lift Project	2,592	(2,592)	-
Sutton short breaks	78	-	78
West Sussex short breaks	24,277	18,153	42,430
Crawley House	7,268	(1,454)	5,814
Worthing 6-12	7,080	4,167	11,247
Sustainability and development	452	504	956
	76,159	18,561	94,720
TOTAL FUNDS	401,309	82,858	484,167

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	291,262	(226,965)	64,297
Restricted funds			
Capital works	8,811	(9,028)	(217)
Lift Project	-	(2,592)	(2,592)
Sutton short breaks	5,407	(5,407)	-
West Sussex short breaks	67,233	(49,080)	18,153
Crawley House	-	(1,454)	(1,454)
Worthing 6-12	25,147	(20,980)	4,167
Sustainability and development	15,000	(14,496)	504
	121,598	(103,037)	18,561
TOTAL FUNDS	412,860	(330,002)	82,858

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	At 31.3.20 £
Unrestricted funds			
General fund	290,024	35,126	325,150
Restricted funds			
Capital works	31,806	2,606	34,412
Minibuses	4,861	(4,861)	-
Lift Project	2,592	-	2,592
Sutton short breaks	-	78	78
West Sussex short breaks	6,762	17,515	24,277
Crawley House	8,722	(1,454)	7,268
Worthing 6-12	2,492	4,588	7,080
Sustainability and development	-	452	452
	57,235	18,924	76,159
TOTAL FUNDS	347,259	54,050	401,309

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	276,442	(241,316)	35,126
Restricted funds			
Capital works	10,608	(8,002)	2,606
Minibuses	-	(4,861)	(4,861)
Sutton short breaks	100	(22)	78
West Sussex short breaks	43,680	(26,165)	17,515
Crawley House	-	(1,454)	(1,454)
Worthing 6-12	24,036	(19,448)	4,588
Sustainability and development	20,000	(19,548)	452
	98,424	(79,500)	18,924
TOTAL FUNDS	374,866	(320,816)	54,050

The freehold property fund was established on the acquisition of the freehold land and buildings, representing donations received.

The capital works fund represents a designated fund locked up in fixed assets which are needed for operational purposes, at their net book value as at the year end.

Staff funds represent amounts received to pay salaries of staff on specific projects.

The lift project represents amounts received/expended on the construction of a lift at Springboard House.

The Minibus fund was to enable the charity to purchase transportation to be used by the charity.

16. MOVEMENT IN FUNDS - continued

The Sutton and West Sussex short breaks funds represents the amounts received to support the charity to run specific programmes for young disabled people.

Crawley Centre fund represents the amounts received/expended in order to provide a second facility from which to expand the availability of the projects work.

General Fund: Reserve - The general fund represents the net assets of the Charity that are not restricted to specific purposes.

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2021.

18. ULTIMATE CONTROLLING PARTY

For both the current period and the previous year, the charitable company was under the control of the trustees.

19. FUNDING/GOING CONCERN

On 11 March 2020 the World Health Organisation declared COVID-19 a global pandemic. The trustees have considered the potential impact of the ongoing pandemic and have acknowledged that it may have a material impact on the charity's activities for at least the next twelve months. The trustees are committed to pursuing financial support for the charity which will allow it to withstand such an impact and continue their activities for the forseeable future. On this basis the trustees are satisfied that the going concern basis of preparing the financial statements is appropriate.

The charitable company is funded mainly by donations and grants from charitable trusts, corporate donors, government bodies and the general public

Springboard Project

Detailed Statement of Financial Activities
for the Year Ended 31 March 2021

	31.3.21 £	31.3.20 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	18,959	31,479
Grants receivable	365,659	254,574
	384,618	286,053
Other trading activities		
Room Hire	2,948	14,923
Investment income		
Interest	31	82
Charitable activities		
Activities	16,932	51,178
Membership	8,331	22,630
	25,263	73,808
Total incoming resources	412,860	374,866
EXPENDITURE		
Raising donations and legacies		
Salaries & National insurance	40,459	23,799
Travel	223	245
Publicity	3,118	1,239
	43,800	25,283
Charitable activities		
Salaries & National insurance	170,683	181,574
Activity schemes	5,910	21,498
Staff training and recruitment	8,850	6,445
Repairs, renewals and maintenance	11,943	5,958
Utilities & Insurance	16,377	18,157
Office costs	30,413	9,581
Travel	1,394	6,664
Depreciation	19,456	22,066
	265,026	271,943
Support costs		
Governance costs		
Salaries & National Insurance	12,971	14,843
Accountancy fees	3,654	4,070
Legal fees	4,551	4,677
	21,176	23,590

Springboard Project

Detailed Statement of Financial Activities for the Year Ended 31 March 2021

	31.3.21 £	31.3.20 £
Total resources expended	330,002	320,816
Net income	82,858	54,050