



# Annual Report

**For the year ended 31 March 2025**

Charity Number : 1045411 and SC040506. Company Registration Number : 03031621

**THE SPRINGBOARD CHARITY**

**THE SPRINGBOARD CHARITY**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2025**

Charity Number : 1045411 and SC040506

Company Registration Number: 02502511

# THE SPRINGBOARD CHARITY

## DIRECTORS REPORT

### ABOUT SPRINGBOARD

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## THE SPRINGBOARD CHARITY

### REFERENCE AND ADMINISTRATIVE DETAILS

<b>Trustees</b>	<b>The Trustees serving during the year and since the year end were:</b> Allister Richards (chair – appointed 19 March 2025) Alastair Storey (chair – resigned 19 March 2025) Tim Adams (appointed 25 November 2024) Jennifer Earland Sean Haley (resigned 16 December 2024) Kay Harriman Andy Kemp (resigned 16 December 2024) Kate Nicholls Philip Richardson (appointed 20 May 2024) Gareth Sharpe Michael Taylor Alex Wilson Aisling Zarraga
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The number of Trustees shall not be less than 3. The Trustees, who are also directors of the Charity for the purposes of the Companies Act, are appointed by the Board of Trustees, following recommendations from the Governance Committee.

<b>Chief Executive</b>	Chris Gamm
<b>Secretary</b>	Gareth Sharpe
<b>Principal &amp; Registered Office</b>	Coopers' Hall, 13 Devonshire Square, London, EC2M 4TH
<b>Company Number</b>	3031621
<b>Charity Number</b>	1045411 (England and Wales) SC040506 (Scotland)
<b>Independent Auditor</b>	Buzzacott Audit LLP, 130 Wood Street, London, EC2V 6DL
<b>Solicitor</b>	Dentons UKMEA LLP, The Pinnacle, 170 Midsummer Boulevard, Milton Keynes, MK9 1FE
<b>Banker</b>	NatWest Bank Plc, 250 Bishopgate, London, EC2M 4AA





### Our mission

Springboard exists to change lives and unlock potential through careers in hospitality and tourism. We empower people of all ages, particularly those facing disadvantage, with the confidence, skills and opportunities to start and sustain rewarding careers. At the same time, we help the industry to build its future talent pipeline.

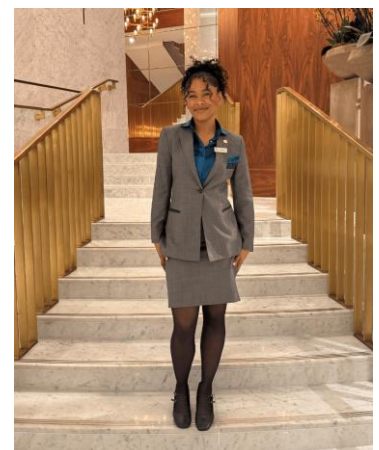
### Key achievements

During the last 12 months, Springboard has:

- Supported 5,340 young and unemployed people into work in hospitality
- Trained 2,765 people through our employability programmes
- Engaged 22,914 students through our education programmes
- Supported 152,483 people with careers information and guidance
- Achieved 81% job retention rate post-training

### Success story – Tayana King-Wagner

Tyana overcame significant barriers to employment, lacking confidence and experience in hospitality. Through Springboard's training and mentoring, she gained valuable skills, secured a reception role at the prestigious Royal Lancaster London and was quickly interviewed for a promotion, demonstrating the transformative impact of our programmes.



### ABOUT SPRINGBOARD

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#### Our structure

Springboard comprises two interdependent organisations – **The Springboard Charity** and **Springboard UK** – that work together to achieve our shared vision of promoting careers in hospitality and supporting people into employment.

#### The Springboard Charity

- Inspires young people to pursue careers in hospitality by delivering education programmes in schools, colleges and universities, providing knowledge, skills and career advice.
- Supports people into long-term employment through tailored training programmes, individual support, aftercare and access to work placements – launching future careers in hospitality, leisure and tourism.

#### Springboard UK

- Offers expert careers advice and champion hospitality as a rewarding and valuable career path.
- Partners with employers to attract, engage and retain talent through innovative initiatives.
- Helps hospitality businesses build a skilled, motivated workforce – now and for the future.

Together, we tackle youth unemployment and poverty across the UK, help people achieve their potential, improve perceptions of the industry and build skills, confidence and morale.

#### Who we work with

Springboard supports a diverse range of individuals through targeted programmes. Our beneficiaries fall into three main groups:

- **Young people (under 25)** – We work with young people in secondary schools, colleges and universities, nurturing their interest in hospitality, leisure and tourism. Our programmes provide: Interactive classroom resources for teachers; Activities that enhance learning and bring the industry to life; Opportunities for young people to engage directly with employers and explore career paths.
- **Unemployed adults** – We offer tailored programmes that support unemployed people of all ages to build skills, confidence and experience that improve their chances of finding and sustaining employment. After an initial assessment, individuals are directed to the most appropriate Springboard programme or signposted to partner organisations or job opportunities, based on their needs. Our support includes job-readiness training, work placements, mentoring and aftercare – helping individuals transform their lives through lasting employment.
- **People facing poverty or disadvantage** – We support those facing significant barriers to employment, including poverty, lack of qualifications and other personal or social challenges. Our holistic support includes: Confidence-building and coaching; Practical assistance such as digital equipment, clothing, budgeting advice, and travel costs; One-to-one mentoring to help individuals overcome obstacles and stay in work. We believe that everyone deserves the opportunity to succeed, regardless of age, background or ability, and we are committed to making a lasting and positive impact on people's lives.

## **STRATEGIC REPORT**

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### **Chair's review**

It is a privilege to present my first chair's review in this year's annual report, having recently taken on the role from my predecessor, Alastair Storey. I would like to express my sincere gratitude to Alastair for his extraordinary leadership and longstanding dedication to Springboard. His legacy is evident in the scale and quality of the charity's work today.

Taking on the role of chair at this exciting time for Springboard is an honour. The launch of our ambitious new five-year strategy - to deliver one million new hospitality skills by 2030 - marks a pivotal moment. This bold vision reflects our continued commitment to supporting the hospitality industry through skills development, education and employment.

Over the past year, Springboard has once again made a profound difference. From school classrooms to training kitchens, and from careers fairs to workplace inductions, we have seen lives transformed. Thousands of individuals, many facing barriers to employment, have found new hope and fresh opportunities through the hospitality sector, thanks to Springboard's support.

This has only been possible because of the exceptional team behind Springboard. I have been deeply impressed by their passion, agility and professionalism. I would also like to thank my fellow trustees, our patrons and partners, and all those who have supported Springboard's mission. Your contributions, whether through funding, volunteering or simply spreading the word, have been instrumental in helping us deliver lasting change.

As we look to the future, the scale of the challenge is matched only by our determination. With your ongoing support, I am confident Springboard will continue to play a vital role in the growth and resilience of the hospitality industry and in the lives of so many who are looking for a chance to thrive.

**Allister Richards**

**Chair, Springboard**

## STRATEGIC REPORT

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### CEO's review

Earlier this year, I had the immense privilege of attending a reception at Buckingham Palace alongside two Springboard trainees to celebrate those making a difference in education, training and skills. Standing in this historic setting and hearing our trainees share their journeys reminded me just how powerful Springboard's work can be.

Last year, Springboard trained 2,765 individuals facing barriers to employment and helped 5,340 people secure jobs in hospitality and tourism through our employability training, careers & education programmes and digital activity. Behind each of these numbers is a life changed - people like Catrina, who found confidence and purpose after graduating from our Diageo Learning for Life programme, or Kyle, who turned a difficult start in Life into a fulfilling hospitality career thanks to Springboard's support. You can read their inspiring stories in this report.

We also inspired nearly 23,000 young people to consider hospitality as a career, through our school engagement work, FutureChef, Takeover Days, and the efforts of our 2,371 Springboard Ambassadors. Meanwhile, nearly 127,000 individuals accessed information and guidance via CareerScope, including resources, vacancies and training opportunities.

This year saw the launch of Springboard's new five-year strategy to deliver one million new hospitality skills by 2030. It's an ambitious goal, but one we are confident we can meet by expanding our training, strengthening our partnerships and continuing to showcase hospitality as a vibrant and rewarding career path.

Of course, none of this would be possible without the people behind the mission. I want to thank our outgoing chair, Alastair Storey, for his support, generosity, and unwavering belief in Springboard. I also warmly welcome our new chair, Allister Richards, whose leadership and experience will be invaluable as we enter this next chapter.

To our partners, patrons, ambassadors, supporters and, most importantly, our team: a huge thank you also. Your time, trust and commitment have helped us create opportunities and deliver real impact.

The hospitality industry continues to face challenges, from labour shortages to economic uncertainty. But we remain optimistic. Every time a Springboard trainee walks into their first shift with pride and purpose, we're reminded why we do what we do. Together, we can continue to transform lives and secure a thriving future for hospitality.

**Chris Gamm**

**Chief executive officer, Springboard**



## Activity review

### Employability training

Springboard supports individuals facing barriers to employment through tailored programmes that build confidence, develop practical hospitality skills and provide direct access to job opportunities. Courses include:

- Soft skills development – Building confidence, communication, teamwork and resilience
- Industry-specific training – Including barista skills, bartending, customer service and food preparation
- Employability coaching – Covering CV writing, interview preparation and mock interviews with industry professionals
- Work placements – With leading hospitality employers to provide valuable real-world experience
- Ongoing mentoring and support – Helping individuals stay in work and progress in their careers

Our Into Work programmes, delivered with the support of partners including Diageo, Barclays, Savoy Educational Trust and others, equip unemployed people with the skills and confidence to start meaningful careers in hospitality.

In the last year alone:

- 2,765 young and disadvantaged individuals took part in a Springboard employability course
- 86% of participants secured jobs in the hospitality industry
- 92% progressed into a positive destination, whether employment, further training or education

These outcomes demonstrate the lasting impact of our work, both for individuals and for the future of the industry.





### Careers & education programmes

We inspire the next generation to see hospitality as an aspirational and rewarding career choice. Our education programmes are designed to spark interest, build skills, and connect young people with real-world opportunities. Delivered in schools, colleges and universities across the UK, these initiatives are helping to shape the future workforce of the hospitality industry.

#### Key programmes include:

- **FutureChef** – A flagship programme and competition that introduces 12–16-year-olds to cooking and hospitality careers. Last year, over **18,000 students** took part, developing practical kitchen skills and learning directly from industry mentors.
- **Career Hubs** – Interactive digital events that connect young people with industry professionals through live talks, Q&As and virtual experiences, offering valuable insights into hospitality careers.
- **Hospitality Takeover Days** – Large-scale events that give students hands-on experience in different hospitality roles, including workshops in mixology, table service, event planning, food prep and more. Last year, **1,771 students** attended a takeover day.
- **Summer Kickstart** – A two-week employability and careers programme for school leavers that combines skills training, industry visits, work placements and job interviews.

### Careers & advice

We offer expert careers information, advice, and guidance to young people, adults and key influencers, promoting the range of opportunities available in hospitality and helping individuals take their first step into the sector.

#### Key programmes include:

- **CareerScope** – Our digital hospitality careers hub provides advice, training resources, wellbeing support and access to over 30,000 live jobs and apprenticeships. Last year, **126,804 people** used CareerScope to explore or begin a hospitality career.
- **Ambassadors** – Our network of **2,371 trained industry ambassadors** deliver school talks, attend careers events and offer first-hand insight to inspire the next generation and champion hospitality as a career of choice.

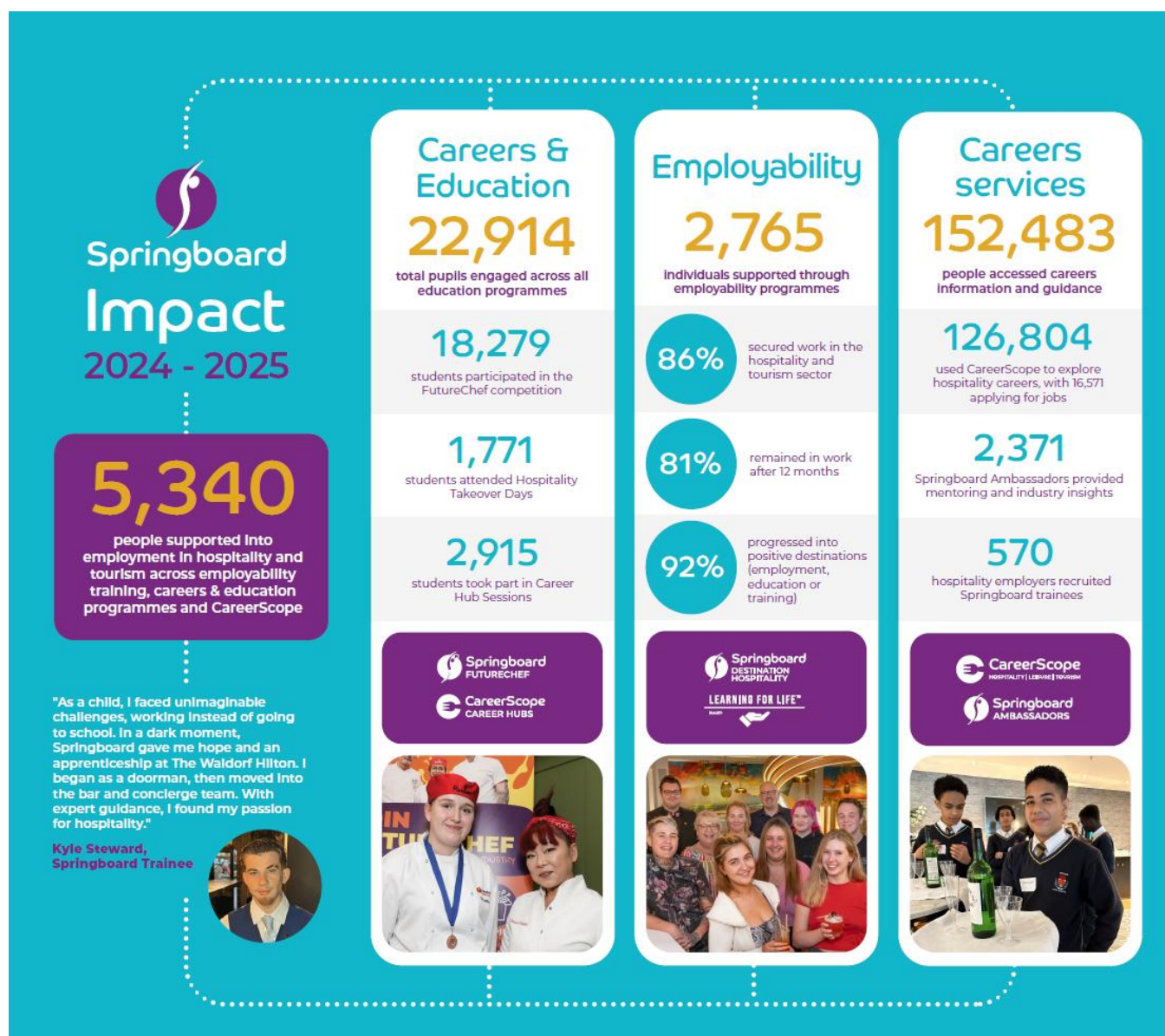


## REPORT OF THE TRUSTEES

### Our impact

Over the past 12 months, Springboard has made a significant impact in building and sustaining a strong, skilled workforce for the hospitality industry. Here's how we've helped shape the future of the sector:

- 5,340 people supported into employment in hospitality, giving them the tools and confidence to thrive.
- 22,914 school pupils engaged through our careers and education programmes – including 18,279 participants in Springboard FutureChef, inspiring the next generation of culinary talent.
- 2,765 young and disadvantaged people trained through our employability programmes, which offer soft skills development, confidence building, hospitality training, one-to-one mentoring, coaching and job-seeking support.
- 86% of those securing work joined the hospitality industry, with 81% of trainees remaining in their roles for over 12 months.
- 152,483 individuals accessed specialist careers information and guidance, promoting hospitality, leisure and tourism as great career choices. This includes 126,804 users of our CareerScope hospitality hub, supported by 2,371 industry Ambassadors who help raise awareness and enthusiasm for the sector.



## REPORT OF THE TRUSTEES

### Success stories



#### **Kyle Steward – From adversity to aspiration at The Waldorf Hilton**

Kyle's early life was marked by significant challenges, but his determination led him to Springboard. Starting as a doorman at The Waldorf Hilton in London, Kyle embraced every opportunity, progressing to roles in the bar and supporting the concierge team. His adaptability and eagerness to learn exemplify the resilience and dedication that Springboard nurtures in its trainees.

#### **Andrew Bennett – Aligning ambitions with opportunities**

After exploring various employment avenues without success, Andrew discovered a strong connection with Springboard's course. The programme's high standards and professional approach resonated with him, providing in-depth learning and valuable industry exposure, including visits to venues like ACC Liverpool. This experience equipped Andrew with the

skills and confidence to pursue a fulfilling career in hospitality.

#### **Abbie Stokes – Brewing confidence as a barista**

Facing personal hardships, Abbie found a supportive community through Springboard's programmes. The guaranteed interview scheme allowed her to apply her new skills, leading to a part-time role as a barista. This position not only provided employment but also a platform to connect with people daily, bringing positivity to her workplace and rebuilding her confidence

#### **Catrina McGregor – Rebuilding confidence through Learning for Life**

At just 22, Catrina faced immense personal challenges. Through the Learning for Life programme, in partnership with Diageo, she found a pathway to rebuild her confidence and skills. Her dedication and transformation were recognized as she was shortlisted for the Fiona Colley Trainee of the Year Award, highlighting the profound impact of targeted support and mentorship.



#### **Owen Hicks – Embracing independence with support**



Owen's journey with Springboard began with the Cardiff Summer School Programme. An industry visit to Bill's restaurant in Cardiff Bay led to a paid position, where the team adapted the onboarding process to support his needs. Owen's enthusiasm and personality shone through, and with ongoing support, he continues to grow in his role, exemplifying the inclusive opportunities Springboard fosters.

#### **Nadia – Transforming Creativity into a Hospitality Career**

Nadia, a creative individual from outside the UK, faced barriers to employment due to cultural differences and limited industry experience. Through Springboard's programme, she gained confidence, discovered how her creativity could thrive in hospitality, and inspired her peers. She soon secured a role at Box Brindley Place, proving the power of support in unlocking potential.

## **REPORT OF THE TRUSTEES**

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### **Our patrons and supporters**

We are hugely grateful to all the organisation, businesses, individuals and partners who support our work. They include:

#### **Life patrons**

- Stephen Moss
- Raymond Blanc
- Ian Carter
- Linda Halliday
- Julia Hands
- Geoffrey Harrison
- John Hyde
- Tim Jones
- Andy Kemp
- Greg Lawson
- Derek Mapp
- Vince Pearson
- Norman Springford
- Alastair Storey
- James Thomson
- Bill Toner
- Charles Wilson
- Keith Wilson

#### **Patrons**

- Paul Ainsworth
- Nigel Anker
- Surinder Arora
- Abraham Bejerano
- John Bennett
- Vinu Bhattessa
- Michael Cannon
- Bob Cotton
- David Coubrough
- Simon Esner
- Sir Rocco Forte
- Neil Goulden
- Ian Graham
- Michael Hirst
- Phil Hooper
- Hannah Horler
- James Horler
- Amanda Hyndman
- Sam Lee
- Simon Lester
- David Levin
- Francis Mackay
- Noel Mahoney
- Chris Mapp
- Ranjit Mathrani
- Namita Panjabi
- Anton Mosiman

**REPORT OF THE TRUSTEES**

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**Our patrons and supporters** (continued)

**Patrons** (continued)

- Harry Murray
- David Noble
- Sue Parfett
- Anne Pierce
- Sally Prescott
- Ian Prosser
- Michel Roux Jr
- David Rugg
- Nick Scade
- Robin Sheppard
- Mike Smith
- Jane Sunley
- Janice Talkington
- Tevin Tobun
- Paul Turner
- Bob Walton
- David Wilkinson
- Keith Williams
- Edward Wojakowski

**Lead partners**

- Barclays
- Diageo
- Savoy Educational Trust

**Funding partners**

- 29th May 1961 Charitable Trust
- Annandale and Nithsdale Community Benefit Company
- Castansa Trust
- Charles Hayward Foundation
- CHK Foundation
- DM Thomas Foundation for Young People
- Fidelity UK Foundation
- Gallaher Trust
- Gannochy Trust
- Garfield Weston Foundation
- Gerald and Gail Ronson Family Foundation
- Hilton UK Foundation
- Holywood Trust
- Hugh Fraser Foundation
- Inspire Hounslow
- London Freemasons Charity
- Lord Forte Foundation
- Moondance Foundation
- N Power Business Solutions Foundation
- National Lottery Awards For All England
- National Lottery Community Fund Wales
- Niacro
- Northern Ireland Tourism



**REPORT OF THE TRUSTEES**

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**Our patrons and supporters** (continued)

**Funding partners** (continued)

- Peter Harrison Foundation
- PM Trust
- Skills Development Scotland
- Solidarity Accor
- St James's Place Charitable Foundation
- Tomoro Foundation
- Worshipful Company of Cooks
- Worshipful Company of Innholders

**Supporting partners**

- Job Centre Plus
- UK Hospitality
- Hospitality Action
- Institute of Hospitality
- Scottish Tourism Alliance
- People 1st
- Movement to Work
- The Prince's Trust
- City & Guilds
- BIIAB
- Hospitality & Tourism Skills Board

**Corporate partners**

- Berkeley Scott
- Bidfood
- Boyes Turner
- Bunzl
- Caffeine Limited
- Caterer.com
- Coca Cola Europacific Partners
- Hit Training
- Hendersons
- Indeed Flex
- James Hallam
- Juniper Ventures
- Lockhart Catering
- Mapal
- Mondelez
- Neste Professional
- Redd Media
- Soho Sandwich Co
- Sybron
- Unilever
- Wellocks

**REPORT OF THE TRUSTEES**

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**Our patrons and supporters** (continued)

**Business partners**

- 5 Hertford Street
- Apex Hotels
- Aramark
- BaxterStorey
- Bill's
- Brewhouse & Kitchen
- CH&Co
- Compass Group
- Delaware North
- Dorchester Collection
- Elixir
- Gleneagles
- Greene King
- Handpicked Hotels
- Harrison Catering
- Hawksmoor
- Hilton
- IHG
- Klarent Hospitality
- Leonardo Hotels
- Liberation Group
- Lore Group
- Marriott
- Mandarin Oriental
- Mitchell's & Butlers
- Nando's
- Noble Rot
- Park Plaza Hotels Europe
- Punch Pubs
- Rare Restaurants
- Royal Navy
- RBH Hotels
- San Carlo
- Signature Pub Group
- Sodexo
- Starbucks
- Sutton Hotel Collection
- The Athenaeum
- The Belfry Hotel & Resort
- The Ivy Collection
- The Langham
- Trafalgar Theatres
- Valor Hospitality
- Wolseley Hospitality Group
- Z Hotels

## **REPORT OF THE TRUSTEES**

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### **Governance report**

The trustees present their report together with the consolidated financial statements of the Charity and its subsidiary for the year ended 31 March 2025. The financial statements comply with all statutory requirements and the requirements of the Charity's governing document.

This report equates to a directors' report as required by Part 15 of the Companies Act 2006 and this has also been prepared in accordance with the Charities Act 2011 and the Accounting and Reporting by Charities: Statement of Recommended Practice.

### **Objectives, activities and future plans**

The charity's objects contained in the articles of association are:

- The advancement in life and education of young people under the age of 25 by the provision of advice, training and skills courses that will enable them to obtain work experience and acquire and develop social skills to assist them to obtain work; (The Youth Education and Advancement Programmes);
- To relieve unemployment for the public benefit in such ways as may be thought fit, including the provision of assistance to unemployed people seeking employment in the fields of travel, tourism, leisure and hospitality; (The Employment Programmes); and
- The relief of poverty caused by disability, social or economic circumstances, by the provision of advice, training, skills courses and support (The Employment Programmes).

In fulfilling its objects, The Springboard Charity has focused its purpose to provide support to young people; unemployed adults; and people who live in poverty and/or face multiple challenges in securing gainful employment. The Charity aims to help each group better their prospects in life, attain economic wellbeing, through supporting entry into sustainable employment and fruitful careers in hospitality, leisure, and tourism.

As part of an ambitious new five-year strategy, Springboard aims to deliver 1 million new hospitality skills by 2030, creating opportunities for individuals while strengthening the industry workforce. Through a combination of employability training, industry-specific skills and hands-on experience, Springboard will equip people with the confidence, knowledge and practical abilities needed to thrive in hospitality careers.

At the same time, it will provide businesses with a job-ready, skilled workforce, helping to address skills shortages, improve staff retention and boost productivity. With 200,000 skills delivered each year through employability courses, careers and education programmes and the CareerScope hub, we will build a sustainable talent pipeline, ensuring business have trained, motivated, capable staff entering the workforce.

Annual impact breakdown:

- 200,000 hospitality skills delivered each year
- 142,500 people benefiting from Springboard's programmes
- 2,500 people trained through employability courses
- 20,000 students participating in careers & education activities
- 120,000 users engaging with the CareerScope hospitality careers hub
- 5,000 people supported into hospitality and tourism jobs each year

### **Public benefit**

The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

The Springboard Charity's work delivers significant public benefit, focused as it is on helping young people achieve their potential, relieving unemployment or alleviating poverty. An overview of our activities in each of these areas is provided below.

## REPORT OF THE TRUSTEES

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### Financial review

The financial statements have been prepared in accordance with applicable accounting standards, current statutory requirements, the requirements of the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" (SORP 2019), and the charity's governing document.

Total income for the year was £3,690,292 (2024: £3,779,598) and total expenditure was £3,499,376 (2024: £3,655,516) giving a net surplus of £190,916 (2024: £124,082).

Net assets totalled £1,756,653 (2024: £1,565,737) with net current assets of £1,614,680 (2024: £1,394,898). The liquid cash balance (accessible within one year) was £2,377,074 (2024: £2,029,696).

### Fundraising approach

An objective of the year was to build a balanced portfolio of income streams that raised sufficient income to deliver our ambitious goals, while achieving the strategic goal of building cash reserves to six months' worth of operating costs.

Trusts & foundations committed to supporting education and employment work represent a major source of funding, worth £1.27m, overseen by an in-house fundraising team and senior leadership team. Business & corporate partnerships represent the other major funding source at £1.74m. This includes partnerships with industry employers, corporate partnerships with the likes of Diageo and Barclays. This is led by the business development team and senior leadership team. Public funding (£94k) includes local authority & government funding. Events & sponsorship (£378k) is led by the marketing & events team and supported by the fundraising committee. Individual giving (£150k) is made up of donations from patrons, hospitality professionals and fundraising at third party events. Other income includes rent and interest income which worth (£52k).

We process all donations, fundraising appeal responses and partnerships in house and continually update our income processes to ensure maximum security, efficiency and accuracy. No professional fundraisers were used and no fundraising complaints were received. All staff carry out regular data protection training and our privacy policy and communications give ways for supporters to change how they hear from us.

We have continued to further expand and strengthen our Ambassador network to 2,371 volunteers, who play a vital role in supporting our programmes, promoting the industry to young people, taking part in mock interviews, giving industry talks and mentoring beneficiaries.

### Reserves policy

The charity holds unrestricted reserves to ensure we can continue to operate in the event of any unforeseen and significant decrease in income. The board of trustees' policy with regards to unrestricted reserves has been set to six months of projected operating expenditure by 2030, which is approximately £1.7m. At 31 March 2025, we held £1,270,039 (2024: £1,056,188) in free reserves, being unrestricted reserves less fixed assets.

### Going concern

The financial statements have been prepared on a going concern basis which assumes that the charity will continue in operation for a period of at least 12 months from the date of approval of this financial statement. The trustees and finance & resources committee continue to regularly review the financial forecast and in producing this statement have taken account of the possible impact on the income and ability of the charity to deliver its services.

Taking into account the current environment, the improved financial position, an 18-month cashflow forecast and strong pipeline of activity, the trustees have concluded that there are no material uncertainties about the charitable company's ability to continue as a going concern.

## **REPORT OF THE TRUSTEES**

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### **Structure, governance and management**

#### **Board of trustees**

The board of trustees is the governing body that administers the charity. All major decision are made by the board, which meets at least four times a year to discuss and formulate policy and strategic direction. The trading subsidiary has its own board of directors consisting of three trustees and three executive directors. They are responsible for ensuring that the work of the trading subsidiary is fulfilled properly and for providing reports to the board of trustees.

Trustees who have been in office since 1 April 2024 are:

- Allister Richards, chief operating officer, CH&Co (chair, appointed 19 March 2025)
- Alastair Storey, chairman & CEO, Westbury Street Holdings (chair, resigned 19 March 2025)
- Aisling Zarraga, partner, Linklaters (vice chair)
- Tim Adams, sales & marketing director, Bidfood (appointed 25 November 2025)
- Jennifer Earland, head of talent acquisition, Hawksmoor
- Sean Haley, chairman, Sodexo UK & Ireland (resigned 16 December 2024)
- Kay Harriman, HR director, Hilton Worldwide
- Andy Kemp, group sales & marketing director, Bidfood (resigned 16 December 2024)
- Kate Nicholls, chief executive, UK Hospitality
- Philip Richardson, hospitality & leisure director, Barclays (appointed 20 May 2024)
- Gareth Sharpe, chief finance officer, Compass Group UK & Ireland
- Michael Taylor, deputy master, Royal Household
- Alex Wilson, deputy train & hospitality manager, Britannic Explorer

#### **Trustee recruitment, appointment and induction**

The number of trustees shall not be less than three. Trustees are appointed by the board of trustees, following recommendations from the governance committee.

The governance committee is responsible for the recruitment of new trustees, who are nominated for consideration through recommendations received and specific searches, appointing the chair and vice chair.

Appointments to the board are made against a skills and diversity matrix, which is reviewed annually. Appointments are made for a term of three years, renewable twice. After trustees have served for three consecutive terms, re-appointments may be made subject to the governance committee being satisfied that a worthwhile contribution is being made. All new trustees receive a trustee induction pack and take part in periodical trustee training and an annual board effectiveness survey.

**REPORT OF THE TRUSTEES**

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**Sub-committees**

To assist in the smooth running of the charity, the trustees have set up sub-committees that oversee and advise the charity's work and they report to the board of trustees. These sub-committees are:

Finance & resources committee

- Gareth Sharpe (chair), chief finance officer, Compass Group UK & Ireland
- Allister Richards, chief operating officer, CH&Co
- Philip Richardson, hospitality & leisure director, Barclays
- Alastair Storey, chairman & CEO, Westbury Street Holdings
- Chris Gamm, chief executive officer, Springboard
- Kelly Johnstone, chief operating officer, Springboard
- Mandan Safdari, finance director, Springboard

Governance committee

- Aisling Zarraga (chair), partner, Linklaters
- Jennifer Earland, head of talent acquisition, Hawksmoor
- Kay Harriman, HR director, Hilton Worldwide
- Michael Taylor, deputy master, Royal Household
- Chris Gamm, chief executive officer, Springboard
- Mandan Safdari, finance director, Springboard

Fundraising committee

- Louise Gallant (chair), head of publican & MP recruitment, Punch Pubs
- Helen Collingborn, head of food & hospitality, Speed Communications
- Frank Coughlan, executive head chef, BaxterStorey
- Jeni Edwards, business development director, Restaurant Associates
- Fiona Hamilton, managing director, William Murray
- Naz Haq, head of corporate procurement, Bidfood
- Hannah Horler, managing director, Cartwheel Recruitment
- Karen Jacques, founder, Sales and Marketing Solutions
- Elena Ladisova, vice president, Brookfield Asset Management
- Gary King, managing director, Collins King & Associates
- Joanne Roffey, senior customer development manager, Mondelez International



**REPORT OF THE TRUSTEES**

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

**Sub-committees** (continued)

- Marc Saunders, director of marketing, Dominus
- Diana Spellman, founder, Partners in Purchasing
- Lorraine Wood, director, Arena

**Marketing & PR committee**

- Fiona Hamilton (chair), managing director, William Murray
- Britta Ashu, head of digital marketing, Bidfood
- Helen Collingborn, head of food & hospitality, Speed Communications
- Newton Fernandez, head of e-commerce & digital marketing, Como Hotels & Resorts
- Claire Roper, marketing consultant
- Katie Smith, account director, Grayling
- Tony Sophocliides, Strategic affairs director, UK Hospitality
- James Stagg, editor, The Caterer
- Susan Wickes, managing director, Jellybean

The finance & resources committee meet eight times per year, the fundraising and marketing & PR committees meet quarterly and the governance committee meets twice per year.

In addition, steering groups covering employability and careers & education meet quarterly to support Springboard's aims and strategy and comprise industry employers, specialists and influencers.

**Trustee responsibilities**

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and accounting estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business;

## REPORT OF THE TRUSTEES

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### Structure, governance and management (continued)

#### Trustee responsibilities (continued)

- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.

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

So far as each of the trustees is aware at the time the report is approved:

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

#### Risk management

The executive team and governance committee are responsible for the group's risk register, which is reviewed quarterly and presented to the trustees for approval. The risk management strategy allows for the ongoing review of the risks that the group face and the development of systems and procedures to mitigate those risks should they arise.

In May 2025, the register was updated by the governance committee, with changes approved by the trustees. Areas with the highest risk scores include economic climate impacting donations, sponsorship and business partnerships; adverse publicity; rising costs impacting cashflow; adequate levels of trainee referrals; cyber attack; and employment issues. Preventive actions and safeguards were updated for all risk areas and include the following:

##### Economic climate impacts fundraising

- Focus on income diversification, identifying new opportunities such as major donors, corporate partnerships, philanthropy and digital fundraising.
- Income forecast and costs scrutinised on fortnightly basis.
- Pipeline of income qualified and exceeding £2m.
- Senior leadership engagement in major contracts.
- Strategy to build reserves to six months' operating costs.
- Cost reduction contingency plan submitted as part of budget.

##### Adverse publicity

- Complaints & appeals policies and processes in place for beneficiaries and staff.
- Crisis PR specialists supporting as part of marketing & PR committee.
- Complaints and grievances tracked by board.
- Case studies reviewed by governance committees.

## **REPORT OF THE TRUSTEES**

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

#### **Risk management** (continued)

Rising costs impacts cashflow and profitability of projects

- Costs reduced for 2024-25 with headcount reduction.
- Seeking efficiencies through new technologies and combining roles.
- Strict cost controls in place.
- Budgets reviewed monthly.
- In-kind partnerships sought.

Adequate level of trainee referrals

- Improved awareness among job centre work coaches through mail shots, calls with areas managers, hospitality spotlight sessions with work coaches and employers.
- Regional hospitality campaigns with information sessions, employer spotlights and job fairs.
- Improved marketing through PR, social media digital advertising, industry campaign work.

Cyber attack

- Business continuity plan in place containing scenarios and response plans.
- Cyber security and InfoSec training completed by all staff, supported by policy and procedures.
- Crisis management insurance back up.
- Anti virus, anti spam and malwarebytes in place.
- Phishing simulations carried out by IT provider.

Employment issues

- Procedures, clear job descriptions, competency-based recruitment and appraisal system in place.
- Reference, qualifications and DBS checks in place.
- BreatheHR system in place with all documentation
- Leadership training in place.
- EDI and effective team training for all staff.
- Health and safety training and monitoring.
- Awareness of employment law & help of HR professionals
- Policies in place for all HR issues.

#### **Equity, diversity and inclusion**

Springboard is committed to cultivating the fullness of equity diversity and inclusion among its workforce. We aim to have a team who live and breathe our values and feel proud to work for the organisation. In providing services and facilities, we are also committed against unlawful discrimination of internal and external stakeholders. The aim is for our workforce to be truly representative of all sections of society and our customers and for each employee to feel respected and able to give their best.

Our equity, diversity and inclusion strategy is owned by a working group comprising team members across the organisation. Its purpose is:

- To foster a culture of diversity and inclusion in which all colleagues are valued and can contribute to our success.

**REPORT OF THE TRUSTEES**

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

**Equity, diversity and inclusion** (continued)

- To develop and nurture our workforce to excel, making the most of their unique backgrounds and experiences.
- To operate with integrity respect and empathy for colleagues, people, and organisations we work with.

Its objectives cover three main areas:

- Inclusive culture – Cultivate and promote an inclusive culture that maximises existing skills and talents within our workforce.
- Diverse workforce – Identify, attract and retain a pipeline of diverse candidates with a wealth of experience and talent.
- Beneficiary needs – To understand the needs of our beneficiaries, ensuring our service is accessible and meets their requirements.

Over the past 12 months, Springboard's EDI working group has been actively involved in promoting diversity and inclusion within our charity. It celebrated events such as International Women's Day, Pride Month, National Inclusion Week and International Day for the Elimination of Racial Discrimination.

Additionally, we conducted meditation sessions led by the mental health first aiders group, reviewed job adverts for inclusivity, explored new recruitment channels, emphasised becoming an age-friendly employer, raised awareness about menopause in the workplace through training sessions and delivered a pronouns awareness session.

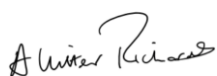
**Legal status**

The Springboard Charity is limited by guarantee and does not have share capital. Consent has been obtained for the omission of the word "Limited" from the name of the company, under the terms of Section 30, Companies Act 2006. It is a registered charity, number 1045411 (England and Wales) and number SC040506 (Scotland). The Charity's status was formalised in the Memorandum of Association dated 17 February 1995, and updated as Articles of Association in June 2021.

The charity has a trading subsidiary, Springboard UK Limited. As well as taking responsibility for raising funds for the charity, the trading subsidiary promote careers, attracts talent to it, provides opportunities for staff development, and supports the delivery of social responsibility priorities to businesses in and associated with hospitality, leisure, and tourism.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Approved by the trustees on 26/09/2025 and signed on their behalf by:



Chair of trustees

Allister Richards

## INDEPENDENT AUDITOR'S REPORT

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### Opinion

We have audited the financial statements of The Springboard Charity (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the group statement of financial activities, group and charitable parent company balance sheets and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2025 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

## INDEPENDENT AUDITOR'S REPORT

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### Other information

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

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

We have nothing to report in this regard.

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

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

- the information given in the trustees' report, which is also the directors' report for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- proper and adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.



## INDEPENDENT AUDITOR'S REPORT

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### Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the group's and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the Senior Statutory Auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the group. These included but were not limited to the Charities Act 2011, Charities Accounts (Scotland) Regulations 2006 (as amended), Companies Act 2006 and data protection legislation.
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence and reviewing meeting minutes.

## INDEPENDENT AUDITOR'S REPORT

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### **Auditor's responsibilities for the audit of the financial statements** (continued)

We assessed the susceptibility of the group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of meetings and
- enquiring of management and those charged with governance as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

## INDEPENDENT AUDITOR'S REPORT

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### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's trustees as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Hugh Swainson (Senior Statutory Auditor)  
For and on behalf of Buzzacott Audit LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

Date: 26 September 2025

Buzzacott Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

THE SPRINGBOARD CHARITY

**GROUP STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT)**

**FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	Unrestricted Funds £	Restricted Fund £	2025 Total £	2024 Total £
<b>Income from:</b>					
Donations and legacies	4	172,958	2,699,742	2,872,700	2,664,399
Other trading activities	4	671,430	-	671,430	910,942
Charitable activities	4	-	94,224	94,224	177,687
Investment income		51,938	-	51,938	26,570
<b>Total Income</b>		<b>896,326</b>	<b>2,793,966</b>	<b>3,690,292</b>	<b>3,779,598</b>
<b>Expenditure on:</b>					
<i>Raising funds:</i>					
Trading Expenses	5	580,644	-	580,644	529,643
Fundraising Activity Costs	5	14,017	216,213	230,230	250,521
<i>Charitable Activities:</i>					
Youth Education	5	-	346,116	346,116	344,328
Youth Advancement	5	-	341,502	341,502	341,002
Employment Programmes	5	116,678	1,884,206	2,000,884	2,190,022
<b>Total Expenditure</b>		<b>711,339</b>	<b>2,788,037</b>	<b>3,499,376</b>	<b>3,655,516</b>
<b>Net income and movement in funds</b>		<b>184,987</b>	<b>5,929</b>	<b>190,916</b>	<b>124,082</b>
Total funds brought forward at 1 April 2024		<b>1,227,027</b>	<b>338,710</b>	<b>1,565,737</b>	<b>1,441,655</b>
<b>Total funds carried forward at 31 March 2025</b>	12	<b>1,412,014</b>	<b>344,639</b>	<b>1,756,653</b>	<b>1,565,737</b>

All activities are continuing and there were no other gains and losses other than stated above.

The notes on pages 30 to 43 form part of these financial statements.

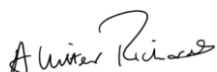
## CONSOLIDATED AND CHARITY BALANCE SHEETS

AS AT 31 MARCH 2025

	Notes	Group 2025 £	2024 £	Charity 2025 £	2024 £
<b>FIXED ASSETS</b>					
Tangible assets	8	<b>33,978</b>	44,027	-	-
Intangible fixed assets	9	<b>107,995</b>	126,812	-	-
		<b>141,973</b>	170,839	-	-
<b>CURRENT ASSETS</b>					
Debtors	10	<b>240,659</b>	315,250	<b>94,404</b>	238,702
Short term deposits		<b>900,000</b>	900,000	<b>900,000</b>	900,000
Cash at bank		<b>1,477,074</b>	1,129,696	<b>1,415,273</b>	876,616
		<b>2,617,733</b>	2,344,946	<b>2,409,677</b>	2,015,318
<b>CREDITORS:</b> amounts falling due within one year	11	<b>(1,003,053)</b>	(950,048)	<b>(887,589)</b>	(621,029)
<b>NET CURRENT ASSETS</b>		<b>1,614,680</b>	1,394,898	<b>1,522,088</b>	1,394,289
<b>NET ASSETS</b>		<b>1,756,653</b>	1,565,737	<b>1,522,088</b>	1,394,289
<b>FUNDS</b>					
Restricted funds		<b>344,639</b>	338,710	<b>344,639</b>	338,710
Unrestricted Funds					
. Tangible fixed assets fund		<b>141,973</b>	170,839	-	-
. General funds		<b>1,270,041</b>	1,056,188	<b>1,177,449</b>	1,055,579
	12	<b>1,756,653</b>	1,565,737	<b>1,522,088</b>	1,394,289

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

Date: 26/09/2025



**Chairman**

The notes on pages 30 to 43 form part of these financial statements.

**THE SPRINGBOARD CHARITY**  
**CONSOLIDATED CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2025**

	2025		2024	
	£	£	£	£
<b>Cash flows from operating activities</b>				
Net income	190,916		124,082	
Depreciation charge	14,701		19,890	
Amortisation charge	56,131		48,764	
Investment Income	(38,675)		(26,570)	
Decrease in debtors	74,591		25,128	
Increase in creditors	53,005		114,589	
<b>Net cash provided by operating activities</b>		<b>350,669</b>		305,883
<b>Cash flows from investing activities</b>				
Purchase of tangible fixed assets	(4,652)		(16,137)	
Purchase of intangible fixed assets	(37,314)		(37,296)	
Interest from short term deposit account	38,675		26,570	
Withdrawal of short term deposits	900,000		500,000	
Purchase of short term deposits	(900,000)		(900,000)	
<b>Net cash used in investing activities</b>		<b>(3,291)</b>		(426,863)
<b>Movement in cash</b>		<b>347,378</b>		(120,980)
Cash and cash equivalents at the beginning of the period		<b>1,129,696</b>		1,250,676
<b>Cash and cash equivalents at the end of the period</b>		<b>1,477,074</b>		1,129,696
<b>Analysis of cash and cash equivalents</b>				
Cash at bank and in hand		<b>1,477,074</b>		1,129,696
		<b>1,477,074</b>		1,129,696
<b>Analysis of changes in net debt</b>				
	At 1 April 2024	Cash flows	Other non-cash changes	At 31 March 2025
	£	£	£	£
Cash	1,129,696	347,378	-	<b>1,477,074</b>
Total	1,129,696	347,378	-	<b>1,477,074</b>

The notes on pages 30 to 43 form part of these financial statements.

**1. ACCOUNTING POLICIES**

**(a) General information**

The Springboard Charity is a charitable company limited by guarantee and incorporated in England and Wales (Company number 03031621). The registered office is:

Coopers Hall  
13 Devonshire Square  
London, EC2M 4TH

**(b) Basis of preparation**

The financial statements are prepared under the historical cost convention. The financial statements have been prepared in accordance with the 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) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Springboard Charity is a public benefit entity as set out in section 3 of FRS102. The financial statements are presented in sterling and rounded to the nearest pound.

**(c) Basis of consolidation**

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the Charity and those of its subsidiary undertakings. The results of the subsidiaries are consolidated on a line-by-line basis on an acquisition basis from the date control passes to the Charity.

**(d) Going concern**

The trustees have considered the requirement that the financial statements should be prepared on a going concern basis. The trustees and finance & resources committee continue to regularly review the financial forecast and in producing this statement have taken account of the possible impact on the income and ability of the charity to deliver its services.

Taking into account the current environment, the improved financial position and strong pipeline of activity, the trustees have concluded that there are no material uncertainties about the charitable company's ability to continue as a going concern.

**(e) Income**

Donations including corporate and business partnership contracts and donation via service agreements are recognised when receivable or when the Charity becomes legally entitled to them and they can reasonably be measured in financial terms. Events income is received from the sale of entry tickets, raffle tickets and donations made via fundraising through each event. All income is recognised once the charitable company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants from trusts, foundations and public funding are recognised when receivable. In the event that a grant is subject to conditions that require a level of performance before the charity is entitled to the funds or where the grant is specifically for a subsequent period, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

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1. ACCOUNTING POLICIES (continued)

(f) Expenditure

Expenditure is accounted for on an accrual basis. Expenditure which is directly attributable to specific activities is classified as direct costs and included in those cost categories. Central costs, including governance costs, which cannot be directly allocated are classified as support costs and are apportioned across cost categories on the basis of an estimate of the proportion of time spent by staff on those activities.

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

(g) Pension Costs

The Charity contributes to a number of defined contribution schemes for its staff. Contributions are charged against the Statement of Financial Activities as they fall due.

(h) Tangible fixed assets and depreciation

The threshold for capitalization of fixed asset is £200. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided to write off the cost, less estimated residual values, of all fixed assets over their expected useful lives. It is calculated at the following rates on a straight-line basis:

Furniture, fixtures and fittings	20% per annum
Computers, audio visual equipment and website	33% per annum

(i) Intangible fixed assets

Intangible fixed assets consist of website development costs and are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is provided on all intangible assets to write off the cost, less estimated residual values, over their expected useful lives of five years.

(j) Operating Leases

Rentals paid in respect of assets held under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

(k) Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

(l) Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

(m) Financial Instruments

The charitable company and group only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.



**1. ACCOUNTING POLICIES** (continued)

**(n) Unrestricted Funds**

These funds are expendable at the discretion of the Trustees in furtherance of the objects of the Charity and which have not been designated for other purposes.

**(o) Restricted Income Funds**

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

These funds represent grants and donations received towards specific purposes. The cost of raising and administering such funds are charged against the specific funds. The aim and use of the funds is set out in the notes to the financial statements.

**(p) Parent charitable company results**

These financial statements consolidate the results of the Charity and its wholly owned subsidiary Springboard (UK) Limited on a line-by-line basis. In accordance with Section 408 of the Companies Act 2006 the Statement of Financial Activities of the parent undertaking is not presented as part of these financial statements. The parent undertaking's total income for the year was £2,579,710 (2024: £2,789,287) and its result for the year was a surplus of £127,797 (2024: a surplus of £316,410).

**2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS**

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The critical key estimates or judgements are

- The provision of bad debts
- The basis of allocating cost between the various categories of expenditure.

**THE SPRINGBOARD CHARITY**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2025**

**3. SUBSIDIARY UNDERTAKING**

Springboard UK Limited, a company limited by guarantee and incorporated in England and Wales (company number 02502511), is a wholly owned subsidiary of the charitable company by virtue of the powers granted to it under the company's articles of association. Springboard UK Limited carries out work to increase awareness and understanding of the Hospitality, Leisure, and Tourism industry as a career. Its trading results for the year and amounts paid in gift aid to the parent charity are summarised below:

	<b>2025</b> <b>£</b>	2024 <b>£</b>
Turnover	<b>1,229,141</b>	1,303,081
Expenditure*	<b>(1,047,462)</b>	(1,182,640)
Profit for the year	<b>181,679</b>	120,441
Gift aid paid to The Springboard Charity	<b>(118,563)</b>	(312,769)
Profit (loss) for the year	<b>63,116</b>	(192,328)
Funds at beginning of year	<b>171,450</b>	363,778
Funds at end of year	<b>234,566</b>	171,450

The assets and liabilities of the subsidiary were:

	<b>2025</b> <b>£</b>	2024 <b>£</b>
Tangible fixed assets	<b>33,978</b>	44,027
Intangible fixed assets	<b>107,995</b>	126,812
Current assets	<b>413,133</b>	351,620
Creditors: amounts falling due within one year	<b>(320,540)</b>	(351,009)
Net assets	<b>234,566</b>	171,450

Amounts owed to Springboard UK Limited by the charitable parent company are disclosed in Note 11.

\* During the year expenditure was met by Springboard UK Limited for The Springboard Charity. This was allocated to charitable expenditure based on staff time, facility usage and specific charitable project spends. The figure above represents the expenditure allocated to Springboard (UK) Limited for the year.

THE SPRINGBOARD CHARITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

4. ANALYSIS OF INCOME

INCOME FROM DONATIONS AND LEGACIES

Group	Unrestricted funds £	Restricted funds £	2025 Total £	Unrestricted funds £	Restricted funds £	2024 Total £
Business Partnerships /Contract	-	1,443,430	<b>1,443,430</b>	-	1,645,115	1,645,115
Trusts & Foundations	14,001	1,256,312	<b>1,270,313</b>	19,378	999,906	1,019,284
Gift Aid	8,840	-	<b>8,840</b>	14,212	-	14,212
Individual Giving	150,117	-	<b>150,117</b>	159,572	-	159,572
	<u>172,958</u>	<u>2,699,742</u>	<u><b>2,872,700</b></u>	<u>193,162</u>	<u>2,645,021</u>	<u>2,838,183</u>

INCOME FROM OTHER TRADING ACTIVITIES

Group	Unrestricted funds £	Restricted funds £	2025 Total £	Unrestricted funds £	Restricted funds £	2024 Total £
Business Partnerships/Contract	293,787	-	<b>293,787</b>	265,342	-	265,342
Ticket Sales	64,910	-	<b>64,910</b>	110,982	-	110,982
Raffle/Auction Sales	57,874	-	<b>57,874</b>	25,818	-	25,818
Business Sponsorship	210,665	-	<b>210,665</b>	272,423	-	272,423
Corporate Patrons/ Adopt-a-Charity	44,194	-	<b>44,194</b>	62,593	-	62,593
	<u>671,430</u>	<u>-</u>	<u><b>671,430</b></u>	<u>737,158</u>	<u>-</u>	<u>737,158</u>

INCOME FROM CHARITABLE INCOME

Group	Unrestricted funds £	Restricted funds £	2025 Total £	Unrestricted funds £	Restricted funds £	2024 Total £
Govt/Govt Agency/Local Govt Contracts	-	94,224	<b>94,224</b>	210	177,477	177,687

Investment income

Group	Unrestricted funds £	Restricted funds £	2025 Total £	Unrestricted funds £	Restricted funds £	2024 Total £
Rent Income	13,263	-	<b>13,263</b>	-	-	-
Interest income	38,675	-	<b>38,675</b>	26,570	-	26,570
	<u>51,938</u>	<u>-</u>	<u><b>51,938</b></u>	<u>26,570</u>	<u>-</u>	<u>26,570</u>

THE SPRINGBOARD CHARITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

5. ANALYSIS OF TOTAL EXPENDITURE

	Direct Costs £	Support Costs (Note 6) £	2025 Total £
Fundraising Activity Costs	216,213	14,017	230,230
Charitable activities			
Youth Education	253,033	93,083	346,116
Youth Advancement	248,419	93,083	341,502
Employment Programmes	1,818,976	181,908	2,000,884
Total for Charity	2,536,641	382,091	2,918,732
Trading costs of subsidiary*	395,811	184,833	580,644
Total for Group	2,932,452	566,924	3,499,376

	Direct Costs £	Support Costs (Note 6) £	2024 Total £
Fundraising Activity Costs	235,197	16,062	251,259
Charitable activities			
Youth Education	261,157	87,175	348,332
Youth Advancement	257,831	87,176	345,007
Employment Programmes	1,841,788	178,157	2,019,945
Total for Charity	2,595,973	368,570	2,964,543
Trading costs of subsidiary	505,366	185,608	690,974
Total for Group	3,101,339	554,178	3,655,517

\*Included within the trading costs of the subsidiary in note 3 are costs related to Employment Programmes which are therefore analysed as charitable activities above.

**THE SPRINGBOARD CHARITY**

**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2025**

**6. SUPPORT COSTS**

Support costs have been allocated according to staff time spent on each activity and are made up as follows:

	<b>2025</b>	2024
	<b>Total</b>	Total
	<b>£</b>	£
Computer and IT costs	<b>95,258</b>	103,188
Finance and HR costs	<b>285,851</b>	255,200
General Office costs	<b>168,489</b>	178,860
Governance costs	<b>17,326</b>	16,930
	<hr/>	<hr/>
Total for Charity	<b>566,924</b>	554,178
	<hr/> <hr/>	<hr/> <hr/>

**Group results for the year are stated after charging:**

Depreciation and amortisation	<b>70,832</b>	68,654
Auditor's Remuneration – statutory audit	<b>17,326</b>	16,929
Operating lease rentals	<b>76,649</b>	88,264
	<hr/> <hr/>	<hr/> <hr/>

**7. STAFF COSTS**

	<b>2025</b>	2024
	<b>£</b>	£
Wages and salaries	<b>2,227,065</b>	2,303,534
Social security costs	<b>227,278</b>	227,139
Other pension costs	<b>63,613</b>	67,619
Other Staff Costs	<b>22,362</b>	14,923
Restructuring costs	<b>16,125</b>	-
	<hr/>	<hr/>
	<b>2,556,443</b>	2,613,215
	<hr/> <hr/>	<hr/> <hr/>

The average monthly number of employees during the year was 62 (2024: 66).

The number of employees whose emoluments exceeded £60,000 were:

	<b>2025</b>	2024
	<b>Number</b>	Number
£60,000 - £69,999	<b>2</b>	2
£70,000 – £79,999	<b>-</b>	1
£80,000 – £89,999	<b>1</b>	-
£90,000 – £99,999	<b>-</b>	1
£100,000 – £110,000	<b>1</b>	-
	<hr/> <hr/>	<hr/> <hr/>

The key management include the Trustees, Chief Executive, Chief Operation Officer and Finance Director. Key management personnel remuneration including employers NI and pension for the year was £277,717 (2024: £268,532). No trustees were paid any remuneration or reimbursed expenses during the year (2024: £nil).

**THE SPRINGBOARD CHARITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**8. TANGIBLE FIXED ASSETS - Group**

	<b>Furniture &amp; Fittings £</b>	<b>Computers &amp; Equipment £</b>	<b>Group Total £</b>
<b>COST</b>			
At 1 April 2024	2,004	103,437	105,441
Additions	-	4,652	4,652
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2025	<b>2,004</b>	<b>108,089</b>	<b>110,093</b>
	<hr/>	<hr/>	<hr/>
<b>DEPRECIATION</b>			
At 1 April 2024	2,004	59,410	61,414
Charge for the year	-	14,701	14,701
Written back on disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2025	<b>2,004</b>	<b>74,111</b>	<b>76,115</b>
	<hr/>	<hr/>	<hr/>
<b>NET BOOK VALUE</b>			
At 31 March 2025	-	<b>33,978</b>	<b>33,978</b>
	<hr/>	<hr/>	<hr/>
At 31 March 2024	-	44,027	44,027
	<hr/>	<hr/>	<hr/>

**9. INTANGIBLE FIXED ASSETS - Group**

	<b>Website development costs £</b>
<b>COST</b>	
At 1 April 2024	258,311
Additions	37,314
	<hr/>
At 31 March 2025	<b>295,625</b>
	<hr/>
<b>AMORTISATION</b>	
At 1 April 2024	131,499
Charge for the year	56,131
	<hr/>
At 31 March 2025	<b>187,630</b>
	<hr/>
<b>NET BOOK VALUE</b>	
At 31 March 2025	<b>107,995</b>
	<hr/>
At 31 March 2024	126,812
	<hr/>

**10. DEBTORS**

	<b>Group</b>		<b>Charity</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	<b>161,963</b>	61,091	<b>35,622</b>	6,184
Prepayments and accrued income	<b>78,696</b>	254,159	<b>58,782</b>	210,528
Amount due from subsidiary	-	-	-	21,990
	<b>240,659</b>	315,250	<b>94,404</b>	238,702

**11. CREDITORS: amounts falling due within one year**

	<b>Group</b>		<b>Charity</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	<b>9,234</b>	53,076	-	-
Sundry creditors	<b>18,697</b>	20,163	<b>2,804</b>	2,804
Taxation and social security	<b>149,202</b>	127,665	<b>13,618</b>	36,984
Accruals and deferred income	<b>825,920</b>	749,144	<b>666,091</b>	581,241
Amounts due to subsidiary	-	-	<b>205,076</b>	-
	<b>1,003,053</b>	950,048	<b>887,589</b>	621,029

THE SPRINGBOARD CHARITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

12. STATEMENT OF FUNDS – 2025

	Brought Forward	Income	Expenditure	31 March 2025
	£	£	£	£
<b>Unrestricted funds</b>				
General funds	1,227,027	896,326	(711,339)	1,412,014
<b>Restricted funds</b>				
29th May 1961	4,000	6,000	(8,000)	2,000
Aiken Communication Ltd -Diageo Ireland	—	13,660	(13,660)	—
Annandale & Nithsdale Community Benefit Company	15,000	—	(7,000)	8,000
Ards and North Down Council	—	9,000	(9,000)	—
Barclays UK Year 3 contract	—	635,000	(635,000)	—
Barclays New Contract	—	92,000	(92,000)	—
The Castansa Trust	4,000	8,000	(8,000)	4,000
CHK Foundation	—	50,000	(29,000)	21,000
The Considered Ask Foundation	4,000	—	(4,000)	—
Diageo UK L4L	—	650,422	(650,422)	—
DM Thomas Foundation (Peter Cruddas)	—	12,700	(4,700)	8,000
Fidelity Uk Foundation	—	208	(208)	—
Gallagher Trust	—	34,642	(34,642)	—
Gannochy Trust	3,750	—	(3,750)	—
Garfield Weston Foundation	41,666	50,000	(49,999)	41,667
The Gerald And Gail Ronson Foundation	—	3,000	(3,000)	—
Hilton UK foundation	121,674	170,250	(181,673)	110,251
The Holywood Trust	6,394	17,051	(19,445)	4,000
Huge Fraiser Foundation	5,000	5,000	(6,250)	3,750
Inspire Hounslow	4,044	28,039	(16,044)	16,039
London Freemasons Charity	—	10,000	(5,000)	5,000
The Lord Forte Foundation	—	10,000	(7,500)	2,500
Moondance Foundation	—	17,202	(8,500)	8,702
N Power Business Solutions Foundation	—	29,029	(14,500)	14,529
National Lottery Awards For All England	—	16,000	(1,000)	15,000
National Lottery Community Fund Wales	—	118,475	(84,674)	33,801
Newry, Mourne and Down Council	—	5,828	(5,828)	—
Niacro	—	37,520	(37,520)	—
Northern Ireland Tourism Grant	—	8,416	(8,416)	—
The Nisbet Trust	5,000	—	(5,000)	—
Portal Trust	13,382	14,060	(21,642)	5,800
Savoy Educational Trust	50,000	500,000	(550,000)	—
Savoy Educational Trust -FutureChef	—	100,000	(100,000)	—
Sheffield City Council	—	59,808	(59,808)	—
Skilled Development Scottish Tourism Grant	—	10,000	(10,000)	—
Solidarity Accor	—	6,538	(6,538)	—
St James's Place Charitable Foundation	17,800	35,600	(32,800)	20,600
Worshipful Company of Cooks	43,000	25,000	(48,000)	20,000
Worshipful Company of Innholders	—	5,518	(5,518)	—
Restricted funds	338,710	2,793,966	(2,788,037)	344,639
Total funds	1,565,737	3,690,292	(3,499,376)	1,756,653



THE SPRINGBOARD CHARITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

STATEMENT OF FUNDS – 2024	Brought Forward	Income	Expenditure	31 March 2024
	£	£	£	£
<b>Unrestricted funds</b>				
General funds	1,105,030	957,100	(835,103)	1,227,027
<b>Restricted funds</b>				
29th May 1961	—	6,000	(2,000)	4,000
A&N(Annandale&Nithsdale)-Foundation Scotland	—	17,000	(2,000)	15,000
Barclays UK Year 2 contract	133,350	—	(133,350)	—
Barclays New Contract	—	874,800	(874,800)	—
Cadbury	7,500	—	(7,500)	—
Cardiff & Vale College	—	1,140	(1,140)	—
The Castansa Trust	—	8,000	(4,000)	4,000
Charles Hayward	8,416	—	(8,416)	—
The Considered Ask	—	5,000	(1,000)	4,000
Diageo GB	—	4,000	(4,000)	—
Diageo New	42,528	—	(42,528)	—
Diageo Northern Ireland	—	20,000	(20,000)	—
Diageo UK L4L	—	746,315	(746,315)	—
DM Thomas Foundation (Peter Cruddas)	—	12,700	(12,700)	—
DYW Tay Cities	—	8,000	(8,000)	—
Fidelity Uk Foundation	—	105,770	(105,770)	—
The Gannochy Trust	4,125	17,750	(18,125)	3,750
Garfield Weston	16,667	50,000	(25,001)	41,666
The Gerald And Gail Ronson Foundation	—	5,000	(5,000)	—
The Greater London Authority	—	28,988	(28,988)	—
Hilton UK foundation	48,750	129,749	(56,825)	121,674
The Holywood Trust	—	12,788	(6,394)	6,394
Hugh Fraser	3,750	5,000	(3,750)	5,000
Ian Carter	—	5,000	(5,000)	—
Inspire Hounslow	—	20,222	(16,178)	4,044
London Community Foundation	—	74,925	(74,925)	—
The Lord Forte Foundation	13,750	—	(13,750)	—
National Lottery Wales	—	127,149	(127,149)	—
NI Tourism Grant	—	20,201	(20,201)	—
Nisbet	—	5,000	—	5,000
Peter Harrison	8,333	—	(8,333)	—
Portal Trust	—	13,382	—	13,382
The Rayne Trust	—	10,000	(10,000)	—
The Robertson Trust	13,990	—	(13,990)	—
Savoy Educational Trust	—	300,000	(250,000)	50,000
Savoy Educational Trust - FutureChef	—	100,000	(100,000)	—
Solidarity Accor	—	10,019	(10,019)	—
St James Place	23,733	35,600	(41,533)	17,800
Worshipful Company of Cooks	—	43,000	—	43,000
Worshipful Company of Innholders	11,733	—	(11,733)	—
Restricted funds	336,625	2,822,498	(2,820,413)	338,710
Total funds	1,441,655	3,779,598	(3,655,516)	1,565,737

The General funds represent the free funds of the charity which have not been designated for particular purposes.

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2025

#### 12. STATEMENT OF FUNDS (continued)

The restricted funds represent monies received for particular projects/purposes which meet the Charitable objects of helping the young, the unemployed and the disadvantaged. The funds can be summarised as follows:

Restricted funds	Project/Purpose
29th May 1961	Funding to support unemployed people into work in the Midlands
Aiken Communication Ltd -Diageo Ireland	Funding to support unemployed people into work
Annandale & Nithsdale Foundation	Funding for employability in Annandales & Nithsdale area
Ards and North Down Council	Delivering careers activities in schools
Barclays	Funding to support unemployed people into work in the hospitality industry
The Castansa Trust	Specialist employability training in partnership with HMP Dumfries.
CHK Foundation	Delivering careers activities in schools
The Considered Ask Foundation	Research into employability participants aged 50 years+
Diageo	Funding to support unemployed people into work through delivery of Learning for Life programme
DM Thomas Foundation(Peter Cruddas)	Galvin's Chance programme- employability provision in London
Fidelity UK Foundation	Careerscope digital build
The Gannochy Trust	Delivering careers activities in schools
Gallaher Trust	Delivering employability services for adults in Ballymena
Garfield Weston Foundation	Funding for employability training
The Gerald And Gail Ronson Family Foundation	Foundation Funding FutueChef
Hilton UK Foundation	Funding for Careers & Education activities
The Holywood Trust	Specialist employability training in partnership with HMP Dumfries.
Huge Fraser Foundation	Careers & education delivery in Fife
Inspire Hounslow	Grant to support employability programme for young people in Hounslow
London Freemasons Charity	Delivering careers activities in schools, Southwark, Enfield, Kensington and Chelsea
The Lord Forte Foundation	Contribution towards Ambassadors volunteer programme
Moondance Foundation	Delivering Employabilty in Wales
N Power Business Solutions Foundation	Delivering Employabilty services in Brimingham and Leeds
National Lottery Awards For All England	Employability training in England
National Lottery Community Fund Wales	Employability training in Wales
Newry, Mourne and Down Council	Delivering careers activities in schools
Niacro	Delivering employability session in Magilligan prison
Nisbet Trust	FutureChef delivery in Bristol
Northern Ireland Tourism	Hospitality careers recruitment and marketing
Portal Trust	Careers & education delivery in London
Savoy Educational Trust	Funding for Careers & education delivery, employability training and careers marketing
Savoy Educational Trust - FutureChef	Funding sponsorship of FutureChef
Sheffield City Council	Delivering employabilty services in Sheffield
Skilled Development Scottish Tourism Grant	Delivering careers activity in Scotland
Solidarity Accor	Grant to support employability training provision
St James Place Charitable Foundation	Grant to deliver a range of activities to support employability in Manchester
Worshipful Company of Cooks	Grant to support FutureChef delivery and Summer School
Worshipful Company of Innholders	Grant to support Summer School

## NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 MARCH 2025

## 13. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

CURRENT YEAR	Restricted Funds £	Unrestricted Funds £	Total Funds £
Fixed assets	—	33,978	33,978
Intangible fixed assets	—	107,995	107,995
Current assets	344,639	2,273,094	2,617,733
Liabilities	—	(1,003,053)	(1,003,053)
<b>Total net assets</b>	<b>344,639</b>	<b>1,412,014</b>	<b>1,756,653</b>
PRIOR YEAR	Restricted Fund £	Unrestricted Funds £	Total Funds £
Fixed assets	-	44,027	44,027
Intangible fixed assets	-	126,812	126,812
Current assets	338,710	2,006,236	2,344,946
Liabilities	-	(950,048)	(950,048)
<b>Total net assets</b>	<b>338,710</b>	<b>1,227,027</b>	<b>1,565,737</b>

## 14. COMMITMENTS UNDER OPERATING LEASES

As at 31 March 2025 the company and group had future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	Other 2024 £	Land and buildings 2025 £	2024 £
Minimum lease rentals falling due in:				
Less than one year	16,612	23,632	54,675	55,038
Between two to five years	7,733	-	202,167	-
	<b>24,345</b>	<b>23,632</b>	<b>256,842</b>	<b>55,038</b>

Total lease rentals in the year were £76,649 (2024: £88,264).

## 15 RELATED PARTY TRANSACTIONS

Donations made by trustees (and their related parties) and key management personnel to the charitable company in the year totalled £187,829 (2024: £227,989).

The Charity also made purchases of £3,919 (2024: £nil) from Bidfood, of whom A Kemp was the CEO.

**THE SPRINGBOARD CHARITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**17 PRIOR YEAR COMPARATIVE SOFA**

	Notes	Unrestricted Funds £	Restricted Fund £	2024 Total £
Income from:				
Donations and legacies	4	19,378	2,645,021	2,664,399
Other trading activities	4	910,942	-	910,942
Charitable activities	4	210	177,477	177,687
Investment income		26,570	-	26,570
Total Income		<u>957,100</u>	<u>2,822,498</u>	<u>3,779,598</u>
Expenditure on:				
<i>Raising funds:</i>				
Trading Expenses	5	529,643	-	529,643
Fundraising Activity Costs	5	100,208	150,313	250,521
<i>Charitable Activities:</i>				
Youth Education	5	-	344,328	344,328
Youth Advancement	5	-	341,002	341,002
Employment Programmes	5	205,252	1,984,770	2,190,022
Total Expenditure		<u>835,103</u>	<u>2,820,413</u>	<u>3,655,516</u>
Net income and movement in funds		121,997	2,085	124,082
Total funds brought forward at 1 April 2023		<u>1,105,030</u>	<u>336,625</u>	<u>1,441,655</u>
Total funds carried forward at 31 March 2024	12	<u><u>1,227,027</u></u>	<u><u>338,710</u></u>	<u><u>1,565,737</u></u>