

# Impact Training NI Limited

## Management Committee Report

Year ended 31 March 2024

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### Chairperson's Report

Once again it gives me great pleasure to introduce the Impact Training (NI) Ltd Trustees Annual Report.

2023/2024 has witnessed the continued growth of the organisation, including greater staff numbers and a wider offer of service provision. Performance Outputs across our contracts have grown once again, and retention on our programmes continues at very high levels.

Our ongoing partnership working within the Belfast Works Connect consortium, retains our commitment to the delivery of our adult training and employability service provision within the Community, and our Job Assist Centre service continues its critical work with economically inactive service users across Greater Shankill, Carrickfergus & Larne.

We continue to progress our bespoke family engagement and family support services, introducing dedicated parents evenings, one to one family conferencing and wider family support services. Employer engagement continues to grow, alongside new and emerging project partnerships with the private sector, Ulster University and Queens University Belfast.

Our end of year financial position shows a net surplus of £50k, and this is an extremely positive end of year position, given the significant in-year capital and revenue investment totalling £125k and provided in greater detail within this report.

We remain committed to the continuous personal development (CPD) of our staff, with a total of six staff completing teacher training and assessor awards during the year, further solidifying and strengthening our staff teams.

### Key Highlights

- In-year Revenue & Capital Investment totalling £125k.
- Advancement of our Evening Enterprise project (Lanark Enterprises.)
- Continued growth of our new vocational offers including youth work, hairdressing & barbering.
- Successful completion of our four-year Digital Hardship programme.
- Recruitment of new skills tutors and mental health support staff.
- Continued IT suite and equipment upgrades.
- Ongoing partnership delivery of Belfast City Council Bridging initiatives.
- Ongoing partnership delivery of NI Executive Office Communities in Transition initiatives.
- Continued investment in modern industry relevant equipment to Engineering and Joinery workshops.
- Significant investment in modern technologies including smartboards, laptops and pc's.
- Continued company investment in broad base training, enrichment programmes and citizenship projects.

I remain confident that our Board of Trustees will continue to invest progressively for the future, enhancing our offer and work-related experiences, for the benefit of all of our service users.

This report details the incredible successes achieved by our hardworking Management and Staff teams, who work tirelessly to enhance the life opportunities of the whole community, and assist participants on a pathway to positive outcomes. At this point I would like to extend my personal thanks to my fellow Board of Trustees members, for their ongoing voluntary contribution and dedication, and to the tireless efforts of our Senior Management and Staff Teams.

Finally I would like to thank our delivery partners, employers and funders for their ongoing support throughout the year.

Signature



Ian Jamison Chairperson

Date

18th September 2024

# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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### Reference and administrative details

**Registered charity name** Impact Training NI Limited

**Charity registration number** NIC100694

**Company registration number** NP000226

**Principal office and registered office** 16 Lanark Way  
Belfast  
BT13 3BH

### The trustees

Mr Ian Jamison  
Mr Ivan Cross  
Mr William Hutchinson  
Mr Paul Magee  
Mrs Nicola Verner  
Mr Alan Waite  
Mr Dennis Murray  
Mrs Ellen Dickson

**Company secretary** Mr Paul Magee

**Auditor** Finegan Gibson Ltd  
Chartered accountants & statutory auditor  
Causeway Tower  
9 James Street South  
Belfast  
BT2 8DN

**Bankers** Ulster Bank Ltd  
11-16 Donegall Square East  
Belfast  
BT1 5UB

**Solicitors** Elliot Duffy Garrett  
Royston House  
34 Upper Queen Street  
Belfast  
BT1 6FD

# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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

Impact Training (NI) Ltd is a community based Training Organisation set up as an Industrial Provident Society and a registered charity, and has been operating since 1978 (formally known as Crumlin Road Opportunities LTD). We are located in the Greater Shankill area of Belfast and we support young people and adults across Belfast, with their barriers to employment and learning, helping them to reach their full potential.

### **Management Committee/Trustees**

The Board of Trustees of the charitable company Impact Training (NI) Ltd are its trustees for the purposes of charity law. Throughout this report they are collectively referred to as "the management committee". The management committee serving from 1st April 2023 to 31st March 2024 were as follows:

Ian Jamison - Chairperson (Retired, BHSCT)

Paul Magee - Secretary & Audit/Risk Sub-Group (Retired, Belfast City Council)

Ivan Cross - Treasurer & Audit/Risk Sub-Group (Retired Youth & Community Worker)

William Hutchinson - Vice Chair & Audit/Risk Sub-Group (Mount Vernon Community Development Forum)

Ellen Dickson - Committee Member, (Vice President of Enterprise Health Practice – Telefonica Tech)

Nicola Verner - Committee Member, (Co-Director - Greater Shankill Partnership)

Alan Waite - Committee Member & Audit/Risk Sub-Group (Senior Manager RCity Belfast)

Dennis Murray - Committee Member & Chair Audit/Risk Sub-Group (Retired, General Manager Impact Training (NI) Ltd.)

The Executive Director of Impact Training (NI) Ltd is Gary R. McKay.

### **Governance**

Impact is a registered charity and Industrial Provident Society. The Rules of Impact (Memorandum and Articles of Association) sets out the organisations' internal governance structure. It is the organisation's Governing document and fully compliant with the Charities Act 2011, the Industrial and Provident Societies (Northern Ireland) Act 1969 and The Industrial and Provident Societies (Northern Ireland) Order 2005. Impact is governed by a Management Committee made up of six voluntary members with the relevant skills and expertise to fulfil their responsibilities as Board Members. The Committee meets monthly and is responsible for the strategic direction and policies of the charity. Under the requirements of the Memorandum and Articles, the members of the Management Committee are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting. Key designated officers are elected by the Members of the Committee, these roles include: A Chairperson, Vice Chairperson, Company Secretary and Treasurer. The designated officers are elected to serve for one year, after which re-election for the roles normally takes place at the August monthly meeting. Day-to-day responsibility for the provision of services rests with the Executive Director, Quality Manager and the Senior Team Leads. The Executive Director is responsible for ensuring that the charity delivers the services specified and also has responsibility for the day-to-day operational management of the organisation, supervision of the Senior Management Team and Vocational Tutors, skills development and good working practice.

### **Responsibilities of the Management Committee**

The Management Committee is accountable for the work of the organisation. The matters reserved for the Management Committee include; the approval of strategy; the budget; the business plan; the Annual Report and Financial Statements. The Management Committee also retains oversight of management controls and corporate governance, along with the appointment of Management Committee members, the Executive Director and senior staff positions.

All members of the Management Committee give their time voluntarily and receive no financial or material benefits from the charity. Any expenses claimed from the charity are set out in a note to the accountants.

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# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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### ***Risk Management***

The Management Committee recognises the inherent risks in working with disadvantaged young people and in raising funds to pay for its work. The span of these risks is wide, including health and safety, client safeguarding, programme development and fundraising. The Committee works to mitigate the risks that it takes and aims to deliver safe and effective opportunities for people. The Management Committee ensures the organisation manages its risk as effectively as follows:

***Risk assessment:*** Risk management will be co-ordinated through the appointed Audit and Risk Committee (ARC), chaired by a member of the Management Committee. Members include the General Manager and a Committee Member with extensive expertise in Financial Management. The ARC reports to the Management Committee on a bi-monthly basis and as required.

***Internal Audit:*** This function falls under the remit of the ARC which is responsible for the audit of operations and finance, including process improvement, value for money, systems development, risk assessment, projects and major contracts. Attention is prioritised in the areas considered most risky, in response to the changing risk profile and an audit plan is agreed by the Management Committee annually.

***Health and Safety:*** The company recently invested in IOSH & NEBOSH Health & Safety training for 2 staff members (Tommy Harrison & William Wilson.) Furthermore, both staff members have been elevated to a Health & Safety designated role and report to the Executive Director, providing advice and support in relation to Health and Safety compliance. Health and safety reports also feed into the organisations Risk Register.

***Quality Assurance:*** The Quality Manager (Connor Nellis,) ensures that minimum contract compliance requirements and standards are met through regular quality assurance reviews. Any risks emerging are fed back to the Executive Director and ARC.

***Emerging Risk:*** The ARC monitors changes in legislation, government policy and funding environments and reports to the Management Committee on the potential impact. Responses to the changing risk environment are monitored in the organisation's risk register.

The Management Committee considers that the organisation is operating a reasonable system of risk management and internal control that identifies and assesses major risks facing the organisation in compliance of the Charity SORP. The major risks, to which the charity is exposed, as identified by the Management Committee, have been reviewed and systems or procedures established to manage those risks.



# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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### Objectives and activities

#### **Mission**

To deliver, with compassion for our communities, high quality training opportunities that foster positive change in the lives of our people, by equipping them with the skills and values needed to reach their full potential.

#### **Vision**

Empower to Succeed

#### **Strategic Objectives**

1. To provide quality **occupational and employability training** to school leavers and young people aged 16-24 in the Greater Shankill and Greater Belfast area
2. To provide quality **education, training and into employment support** to unemployed, underemployed and economically inactive adults in the Greater Shankill and Greater Belfast area
3. To provide opportunities for **upskilling and reskilling** as driven by labour market need
4. To provide **careers education, information, advice and guidance** to support informed decision-making.
5. To strengthen **employer engagement**; developing a comprehensive approach which puts employers at the heart of all Impact Training service provision.
6. To provide **specialist support for hard-to-reach groups**, utilising all existing support services which can help young people and adults who have been outside the labour market for long periods
7. To develop, nurture and facilitate **strategic partnership working** across the Greater Shankill and Greater Belfast area
8. To constantly **review our training offer** and ensure that it remains relevant to the needs of the Greater Shankill and Greater Belfast labour market
9. To develop and deliver **digital skills** across all training areas

#### **Principles and Values**

We promote the following values in all of our work:

- belief in the **potential of young people and adults**;
- the importance of **remaining a community based organisation** meeting community needs;
- providing a flexible **client-centred approach** that is caring and compassionate;
- the inclusion of all sections of the community, offering **equal access to services and support**;
- our role in wider **regeneration and economic development** at community and city level; the value of working with the whole family;
- that everyone should be **treated with respect** in an open, honest and professional manner;
- the importance of **partnership and collaborative working** to maximise client benefit;

# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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### ***Impact Training has two charitable purposes:***

#### Purpose 1

*To provide occupational and employability training to unemployed school leavers and young people (16-24 year olds) in the Greater Shankill and Greater Belfast area.*

The direct benefits which flow from this purpose include **school leavers and young people becoming qualified with skills and knowledge** that meet local and regional employer needs, as well as providing the young person with the opportunity to progress onto **apprenticeships and further education**. These benefits will be demonstrated through attainment of government targets for progression into employment, apprenticeships or further education. This purpose does not give rise to any harm, but rather, promotes social, educational and emotional wellbeing. The intended beneficiaries of this purpose are unemployed young people in the Greater Shankill and Greater Belfast area, including school leavers and those classed as NEET (Not in Employment, Education or Training,) who require support to secure employment, apprenticeships or progress to further education. Additional beneficiaries will be the local and regional employers with relevant recruitment opportunities, and the local communities, through **pro-active citizenship and reduced levels of anti-social behaviour** associated with high levels of low educational achievement and unemployment.

### ***Impact Training Programmes and Services***

To meet these purposes and maximise Public Benefit, we provide the following programmes and services from two key sites namely; our Training Centre, **16 Lanark Way** and our Job Assist Centre, **252 Shankill Road**:

- Apprenticeships NI and Skills for Life & Work (DfE)
- Belfast Works Connect (DLUHC)

as well as other bespoke programmes that complement our purposes including;

- Communities in Transition Work Placement Programme (NI Executive Office)
- Bridges to Progression Programme (Belfast City Council)

### ***Skills for Life & Work (SfL&W)***

**SfL&W** is the Department for the Economy's new mainstream programme (replacing TfS,) targeted at young people aged 16 to 17 (up to 24 if coming from a care background or requiring additional support,) to provide them with the skills, confidence and support they need to secure employment. Young people undertaking SfL&W join the programme at a level appropriate to their ability, and are supported to progress accordingly within the programme, progress to employment upon completion, and ideally take up opportunities available through AppsNI to study for higher level qualifications whilst they are in employment.

This year the organisation worked with **185 young people**, **90** new recruits and **95** who progressed onto year 2 or 3 training from on SfL&W. **79%** of completers this year progressed to positive destinations, Employment, Apprenticeships or Further Education/Training. Of those who left early, **55%** left for positive destinations.

### ***ApprenticeshipsNI (AppsNI) and Apprenticeships21 (APPS21.)***

**AppsNI & Apps21** recruitment has continued to grow steadily over the past year, with **18** Apprentices recruited this year. There has been significant development this year in the organisation's capacity to deliver quality provision consistently across all sector areas offered. A review of Apprenticeship delivery lead to changes to the delivery model that now provides a sound base from which to grow Apprenticeship provision in the incoming year. **Note: A new APPS+ Coordinator will be recruited during late summer 2023.**

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# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

### Achievements and performance

### SKILLS FOR LIFE AND WORK

SUMMARY DATA				
	2021/22	2022/23	2023/24	
STARTS	82	90	109	
CURRENT	10	70	109	
COMPLETERS	52	2	0	
RETENTION RATE	75.6%	80.0%	100.0%	
ACHIEVEMENT RATE (Completers)	100.0%	100.0%	-	
Achieved 1 or More	52 100.0%	2 100.0%	0 -	
Achieved 2 or More	35 83.3%	0 0.0%	-	
Achieved 3 or More	21 67.7%	0 0.0%	-	
Achieved 4	13 41.9%	0 0.0%	-	
Achieved a L2 Qualification	34 81.0%	0 0.0%	-	
DESTINATION RATE (Completers)	78.8%	100.0%	-	
Employment	35 67.3%	2 100.0%	-	
Apprenticeship	5 9.6%	0 0.0%	-	
FE/HE	1 1.9%	0 0.0%	-	
Other	11 21.2%	0 0.0%	-	
DESTINATION RATE (All Leavers)	65.3%	70.0%	-	
Employment	41 56.9%	11 55.0%	0 0.0%	
Apprenticeship	5 6.9%	0 0.0%	0 0.0%	
FE/HE	1 1.4%	3 15.0%	0 0.0%	
Other	25 34.7%	6 30.0%	0 0.0%	
	72	20	0	

### APPRENTICESHIP

APPRENTICESHIP		APPRENTICESHIP 2017									APPS21						TOTAL		
		2018/19			2019/20			2020/21			2021/22			2022/23			2023/24		
		START	COMP	ACH	START	COMP	ACH	START	COMP	ACH	START	COMP	ACH	START	COMP	ACH	START	COMP	ACH
Programme Starts (Stayed more than 4 weeks)	L2	0	0	0	5	4	4	5	4	4	5	2	2	3	0	0	2	0	0
	L2/L3	0	0	0	3	1	1	1	0	0	2	0	0	1	0	0	0	0	0
	L3	9	3	3	2	1	1	8	6	6	4	0	0	1	0	0	0	0	0
Current (still on the programme)		0			0			2			6			5			2		
Completers		3			6			10			2			0			0		
RETENTION RATE		33.3%			60.0%			85.7%			72.7%			100.0%			100.0%		
ACHIEVEMENT RATE		100.0%			100.0%			100.0%			100.0%			-			-		

# Impact Training NI Limited

## Management Committee Report (continued)

Year ended 31 March 2024

### ESSENTIAL SKILLS

#### Essential Skills Cohort 2021 - 2022

Literacy	EL1	EL2	EL3	L1	L2	Total
Starts	0	3	27	16	15	61
Completers	0	3	22	12	13	50
Achieved	0	3	22	12	13	50
Current	0	0	0	1	0	1
Start Ach %	N/A	100%	81%	80%	87%	83%
Comp Ach %	N/A	100%	100%	100%	100%	100%
Progressed	0	1	16	11		28
Progression Rate %	N/A	33%	73%	92%		76%
Achieved (Inc Man Adj)	0	0	6	1		7
Current	0	1	5	2		8
Manual Adj						0
Ach %	N/A	N/A	55%	11%		35%
Max Ach %	N/A	100%	69%	27%		54%

Numeracy	EL1	EL2	EL3	L1	L2	Total
Starts	0	6	33	21	10	70
Completers	0	4	30	15	10	59
Achieved	0	4	30	15	10	59
Current	0	0	0	0	0	0
Start Ach %	N/A	67%	91%	71%	100%	84%
Comp Ach %	N/A	100%	100%	100%	100%	100%
Progressed	0	2	25	12		39
Progression Rate %	N/A	50%	83%	80%		80%
Achieved (Inc Man Adj)	0	1	13	7		21
Current	0	0	3	3		6
Manual Adj						0
Ach %	N/A	50%	59%	78%		64%
Max Ach %	N/A	50%	64%	83%		69%

ICT	L1	L2	Total
Starts	53	7	60
Completers	44	7	51
Achieved	44	7	51
Current	0	0	0
Start Ach %	83%	100%	85%
Comp Ach %	100%	100%	100%
Progressed	9		9
Progression Rate %	20%		20%
Achieved (Inc Man Adj)	9		9
Current	0		0
Manual Adj			0
Ach %	100%		100%
Max Ach %	100%		100%

#### Essential Skills Cohort 2022 - 2023

Literacy	EL1	EL2	EL3	L1	L2	Total
Starts	0	0	25	12	20	57
Completers	0	0	19	5	19	43
Achieved	0	0	19	5	19	43
Current	0	0	2	4	1	7
Start Ach %	N/A	N/A	83%	63%	100%	86%
Comp Ach %	N/A	N/A	100%	100%	100%	100%
Progressed	0	0	18	4		22
Progression Rate %	N/A	N/A	95%	80%		92%
Achieved (Inc Man Adj)	0	0	2	0		2
Current	0	0	14	3		17
Manual Adj						0
Ach %	N/A	N/A	50%	0%		40%
Max Ach %	N/A	N/A	89%	75%		86%

Numeracy	EL1	EL2	EL3	L1	L2	Total
Starts	1	14	12	26	22	75
Completers	1	11	10	23	20	65
Achieved	1	11	10	23	20	65
Current	0	0	0	1	0	1
Start Ach %	100%	79%	83%	92%	91%	88%
Comp Ach %	100%	100%	100%	100%	100%	100%
Progressed	1	11	9	20		40
Progression Rate %	100%	100%	90%	87%		89%
Achieved (Inc Man Adj)	1	1	1	3		5
Current	0	9	8	14		31
Manual Adj						0
Ach %	100%	50%	100%	50%		56%
Max Ach %	100%	91%	100%	85%		90%

ICT	L1	L2	Total
Starts	27	27	54
Completers	4	27	31
Achieved	4	27	31
Current	14	0	14
Start Ach %	31%	100%	78%
Comp Ach %	100%	100%	100%
Progressed	0		0
Progression Rate %	0%		0%
Achieved (Inc Man Adj)	0		0
Current	0		0
Manual Adj			0
Ach %	N/A		N/A
Max Ach %	N/A		N/A

#### Belfast Works Connect (BWC)

Our Belfast Works Connect contract, funded by the *Department for Levelling-Up, Housing & Communities (DLUHC)*, and led by *Upper Springfield Development Trust*, launched on 1<sup>st</sup> April 2023. The project is delivered within a consortium partnership also comprising of *East Belfast Mission*, *GemsNI* and *Ashton Community Trust*.



BWC and its' associated KPI's and targets, is a major shift from our traditional work in assisting the 'Unemployed' into training and sustainable employment. BWC now has a key focus on working with clients who are deemed to be **Economically Inactive**. This demographic of clients are much more difficult to engage and progress, due mainly to the additional associated barriers and health-related conditions, that make their progression into training and sustainable employment much more challenging.

Greater Shankill BWC operations, hosted within our Job Assist Centres Greater Shankill offices at 252 Shankill road, deliver the programme within Greater Shankill, and are also responsible for BWC delivery in Carrickfergus and Larne. During the reporting year, we have established outreach offices in *Carrickfergus Community Forum*, enabling a presence for delivery across Carrick and Larne.

Programme targets and KPI's have proven challenging to our Job Assist team however, they continue to make inroads across their target areas, constructively establishing new working relationships and seeking working partnerships with agencies and organisations who can advocate on their behalf, by introducing them to new groups of Economically Inactive clients, to offer and provide their wellbeing, training and employability services.

Year 1 delivery data shows that our JACGS service engaged 265 New EI Clients, 182 Training Interventions, 32 Clients Volunteering and 40 Progressing into Employment.

# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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### **Funding secured**

#### **Community Foundation NI – Youth Mental Health Project**

Our mental health project completed on 31<sup>st</sup> March 2024. The project secured a total of £74,500. The project employed two Mental Health Mentors, working 16 hpw and 24 hpw respectively. Key components of the project included one to one mentoring, health & wellbeing and a series of group activities with a mental health focus.

#### **Belfast Works Connect 01/04/23 – 31/03/2525 (DLUHC)**

The two-year citywide project secured funding in the region of £9 Million, with an Impact Training allocation of around £1.4 Million. Whilst the vast majority of these funds are for salaries, there are also significant additional budgets to provide other services such as;

1. Participant Incentives: Additional finances to promote engagement on the programme.
2. Internal Training: Additional finances to deliver internal and partner-specific training interventions.

Finally, the allocation incorporates a maximum overheads budget equating to 15% of salary, meaning additional management and overhead fees support totalling in the region of £140,000.

#### **Digital Hardship Programme**

Funded since the pandemic of 2020, the programme ended on 31<sup>st</sup> March 2024. DfE funding totalling £86,672, assisted the organisation to deliver a digital support programme for TFS/SfL&W students, including flexibilities to support Apprentices. This project ran successfully providing online connectivity to students and their families during a difficult time for training and education.

#### **Executive Office Communities in Transition project – Back TWO Front**

We successfully tendered for a second run of our CIT Employability model in December 2022 and the new programme began on 1<sup>st</sup> April 2023. The new tender advanced upon the evaluative learning from our initial Back to Front programme and completed on 31<sup>st</sup> March 2024.

The project secured a total of £55,738, made up mostly of mentoring and training funds. Another key component of the fund enabled us to provide twenty local Saturday jobs to twenty school children and pay them £25 for their work. This was extremely well received by participants, their families and our local employers and some of the children were retained by their Saturday employer on a longer-term basis upon completion of the programme.

#### **Belfast City Council Bridges to Progression – Across the Line Project**

Our working partnership with Belfast City Council continued for a second term during the reporting year. Funding is provided via the BCC Place & Economy Department, aiming to support young people during the vital stages of transition from training programmes to employment or FE, and seeks to measure the effectiveness of a short and creative training window for pending SfL&W leavers.

The project secured a total of £15,257, made up mainly of training and mentoring fees, and a small salary budget to cover delegated staff.

### **Total In-Year Funding Secured**

<b><i>Internal Projects (enrichment, training, mentoring, salaries)</i></b>	<b><i>Job Assist Centres Operations (salaries, incentives &amp; training)</i></b>	<b><i>Overheads &amp; Management Fees (all projects)</i></b>
<b><i>£145,000.00</i></b>	<b><i>£1.6 M</i></b>	<b><i>£155,000.00</i></b>

*Note: Whilst the above are the totals secured in-year, some programmes and projects run over a two-year period.*

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# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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### Impact on the community

In addition to the programmes and projects already listed, and our longstanding working relationship with the *Department for the Economy*, our Board of Trustees have been pleased at the recent partnerships and successful contracts delivered via financial support from the *Community Foundation NI* (CFNI,) *The Executive Office NI* (Communities in Transition Programme) and *Belfast City Council*. Attracting other funds that can enrich our core contracts remains a key action within our '5 year Strategic Plan,' and it is positive to see that we have successfully retained our working partnerships with these Organisations and Departments.

Our Lanark Way training centre is now open a minimum of 2-3 evening per-week, with many local residents and community organisations benefiting from the facility. This has included evening and weekend programmes such as employability training for adults, evening enterprise programmes, DIY classes, IT resources, provision of shared meeting space, a drop-in youth club, training rooms and workshops, all of which continues to increase centre footfall during typical out of hours service.

The organisation will continue to provide our premises and resources, therefore increasing centre usage further in the coming year.

### Properties (Use of company properties for charitable revenue)

The company retains a significant property portfolio, and these properties are rented out to local businesses and agencies, the key purpose being to generate revenue that can be re-invested into the charitable purposes of the company. Further information on these properties, the tenants and the revenue streams are given below:

#### Unit 1 – 14 Lanark Way

**Mill Sports Ltd** have been tenants since 2021 and provide a gymnasium, weights training, personal training programmes and a range of health & wellbeing classes.

**Income:** £10,800.00

#### Unit 2 – 14 Lanark Way

**Streetbeat Youth Project** completed their tenancy of the property in March 2024, and the unit is now being re-profiled in consideration of a new vocational pathway for our organisation.

**Income:** £6000.00

#### Unit 1 – Merkland Place

**Streetbeat Youth Project** took up tenancy of the property in 2021 and use the space for larger group activities and to host their older volunteers. Streetbeat also make best use of the available outdoor space outside the unit and have utilised this space for outdoor group-based activities through erection of a temporary structure.

**Income:** £4800.00

#### Unit 2 & 3 – Merkland Place

**Town & Country** are a long-term tenant of the Merkland site and have recently taken tenancy within unit 4 of the site, increasing their usage to 3 of the 4 units onsite. The company provide a diverse range of catering services and essentially use the space for storage of their materials, resources and vehicles.

**Income:** £13,800.00

#### Unit 4 – Merkland Place

**RC Trading** have taken up tenancy during the reporting year, using the space for storage and dispatch. They are also a local employer with a superstore on the Shankill road, and projected to become a long-term tenant.

**Income:** £6720.00

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# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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### Hugh Smyth Centre – Wilton Street

**West Belfast Athletic & Cultural Society** are long-term tenants of the property and deliver a diverse range of health & fitness, community development, community festival, cross-community, peacebuilding, community transformation, community dialogue, housing and social projects.

**Income:** £16,000.00

Total Maximum Annual Income from Properties = £58,120.00

### Investment (Securing & Strengthening our future offer)

It has been another year of significant investment within the company, all of which solidifies our present delivery, and elevates the future prospects of the organisation. We continue to meet the set objectives from our 2021-2024 Strategic Plan, ensuring that our provision remains current, and aligned with strong and emerging employment sectors.

### Additional Capital Investment

Items Purchased	Amount	Details
Lenovo Laptop	993.96	<b>New Staff X 2 laptops</b>
Inv 1005956	4991.13	<b>Digi-Hub X 6 iPads and 3D Printer</b>
3 x Lenovo Laptop	1488.00	<b>Stock Replenishment X 3 Laptops</b>
Inv 516301	2598.00	<b>JACGS - Colour Copier</b>
Currys - Laptop	789.00	<b>JobStart - Laptop</b>
Dewalt 125mm 18v Ro Sander	499.96	<b>Joinery - New Sander</b>
Smartboards	6888.00	<b>Boardroom &amp; Classroom</b>
Clevertouch Smartboard trolley	780.00	<b>JACGS/BWC - Mobile Stand for Smartboard CFCC</b>
Machine - Helvi - Misc	4932.00	<b>Engineering - 2 X HELVI COMPACT 220 AC/DC each £1390</b>
Helvi - Stick holder - Frame	3590.64	<b>Engineering - 2 X new machines - HELVI COMPACT 220 MIGMATIC 300iP</b>
New Chairs	672.00	<b>Youth Wing - New chairs purchased</b>
Ebuyer - 2 laptops	971.96	<b>New Staff – Laptops</b>
<b>Total Capital Spend</b>		<b>£29,195.00</b>

### Additional Operational Investment (Projects)

#### **1. Hairdressing & Barbering Salon**

High-cost vocational section requiring recurring stock quarterly and annually. All related to H&B products, dolly heads and tools necessary for delivery of the pathway.  
£4000.00

#### **2. IT Suite Projects**

Since splitting the large IT room into two smaller IT rooms, we have gained additional space and capacity, enabling innovation and the creation of new partnerships and projects. To complement this, we have invested in software and hardware that adds to the profile of the section, and started evening classes with QUB and UU.  
£5500.00

#### **3. Youth Room Upgrade**

The remaining youth wing refurbishments completed during the reporting year and the organisation now has a fully-functional youthwork room, equipped with two smartboards, a library, a dedicated group work area and two pool table.  
£1000.00

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# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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### Additional Revenue Investment

#### 1. Broadbase Offer

There has been a 100% rise in the cost of registrations and certifications since the implementation of the Broadbase Vocational Pathway in September 2021. This additional investment is due mainly to the fact that the organisation now register a majority of students for 3 vocational subjects during year 1 of their training offer. Furthermore, there is an increased need for the purchase of PPE and high-cost materials based on delivery of more expensive pathways such as joinery and engineering.

£40,000.00 est

#### 2. Barbering Tutor Part-time Salary

In order to serve and facilitate delivery of the newly established hairdressing & barbering salon, it was also necessary to employ a Barbering Tutor to oversee the vocational delivery of the qualifications. Due to the increased demand of the offer, the company employed an additional part-time tutor.

£10,000.00

#### 3. Evening Enterprise (Lanark Enterprises)

Additional **Tutor Overtime Salary Payments** for out of hours' delivery of the evening enterprise. Our evening enterprise programme is central to our promotion of work placements, and used as a 'last-stop' before students progress to more regular work placements.

£6500.00



#### 4. Learner & Disability Support

Based on the growing numbers of students presenting with a statemented code for Special Educational Needs (SEN,) Trustees continue to support revenue investment to employ a **Learner Support Officer** (inc Mentoring responsibilities.) Whilst Clanrye provide SEN support to the organisation, it is key that we continue to retain some ownership of the process due to the ever-increasing difficulties in securing a full service of learner support to meet the demands of our students.

£19,000.00

#### 5. Enrichment, Community Projects & Citizenship Activities

An essential component of our vocational delivery, is our ability to provide a menu of additional practical learning and enrichment activities. All of these projects benefit the wider community, and include initiatives such as our EVOLVE Week, community clean-up's, community maintenance programmes, community facilities refurbishments, community gardens and site visits.

£6000.00

#### 6. Staff CPD (Continuous Professional Development)

One staff member successfully completed their **Certificate in Teaching** at the University of Ulster and Five staff members completed their **Assessor Awards** (TAQA.) This solidifies the wider team, and adds scope to our range of vocational, essential skills and personal development delivery. Other developmental CPD areas such as Child Protection Training, Safeguarding Training, Operation Encompass Training and Neuro-Diversity Training also complements staff skill-sets with the necessary training requirements.

£4455.00

**Total Additional Operational, Project & Revenue Spend** £96,455.00

**Overall In-Year Investment (Capital, Project & Revenue) = £125,650.00**

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# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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### Non-Contractual Additionality

Central to the delivery of our key vocational pathways, has been our ability to **provide additional qualifications to students**. These qualifications add weight to their vocational achievements and increase student employability. Whilst it requires financial commitments from the organisation, it also strengthens the employment and career opportunities for our service users.

The majority of the additional qualifications achieved were as a direct result of external sources of funding achieved. The organisation also made a financial contribution to the initiative. Additional qualifications achieved are given below:

- **SIA (Security Industry Authority,) First-Aid, Health & Safety**
- **Forklift**
- **CSR (Construction Skills Register**
- **Python Coding (in partnership with Queens University & Telefonica Tech)**

Additionality is a key component of our provision, providing further strength to the employment potential of Trainees and clients.

### **Financial review**

2023/24 has been a developmental and successful year for Impact, with incoming resources of **£2,559,019** compared to £2,824,393 in 2022/23. Expenditure for the year was **£2,446,667** compared to £2,296,876 in 2022/23. At year end, the organisation had reserves of **£5,880,627** of which **£5,867,579** was unrestricted. The organisation remain confident going forward and optimistic about future opportunities for income generation. We remain wholeheartedly committed to making a positive difference to the lives of all the people we serve in this area of high social need, through the continued provision of a high-quality service offer.

### **Reserves Policy**

Impact's Reserve Policy outlines the organisation's commitment to setting aside funds to meet a number of planned and unplanned events. Note 22 to the 31st March 2024 year end accounts records the sum of £1,550,118 as free unrestricted reserves for events under the following headings:

- Business Continuity Funds
- Asset Management Funds
- Committed Funds
- Sustainability funds

### ***Business Continuity Funds***

In a worst case scenario event of the organisation being wound-up, it would be necessary to maintain key staff to ensure this was conducted in an orderly manner and that Impact's legal and contractual obligations were met. Within Impact, reserves provision has been made for Business Continuity Funds (wind-up reserves) that includes ½ year operational running costs and the provision of staff redundancy payments.

### ***Asset Management Funds***

Impact is required to provide a safe learning environment with up-to-date industry specific equipment suitable for training. Provision within the Reserves has been made for building maintenance, equipment replenishment and equipment replacement.

# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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### **Public Value**

Impact Training continues to be a financially viable organisation and its administrative systems and procedures are deemed 'Low Risk' by Department for the Economy's Quality and Performance Branch during its most recent compliance monitoring visit.

Effective use is made of local community support groups to enable the provision of a cost-effective curriculum. As previously stated, close monitoring of staff to learner ratios enables efficient use of tutorial time.

Effective and established purchasing procedures ensure competitive prices are obtained for the purchase of all equipment. In addition close links with neighbouring training organisations enables increased purchasing power for major spends, e.g. ICT equipment. Local suppliers are used whenever possible for the purchase of training materials thus ensuring Impact Training's commitment to the local economy. A three-yearly review of supplier pricing strategies guarantees cost effective purchasing on behalf of Impact Training.

### **Future Plans**

Over the incoming year the company has identified the following key areas for consolidation and further development:

### **Review of current 4 Year Strategic Plan**

An ***Executive Summary*** of the current 2021-2024 strategic plan is nearing completion, and will inform new strategic planning moving forward.

### **2025 – 2028 Strategic Plan**

Plans and processes are currently underway to narrate and launch our new **2025-2028 Strategic Plan**. The working title of the new strategic plan is '***Forward to Fifty***,' giving attention to the company's pending **50<sup>th</sup> Anniversary** in 2028. Senior management will use Autumn 2024 to complete the final draft of the plan, in preparation for consideration and endorsement by Trustees for January 2025.

### **Skills training and employability**

Our core contracts are;

- *Skills for Life and Work (SfLW)*
- *ApprenticeshipsNI*

### **Impact will continue to**

- develop pathways to employment, Apprenticeships and Further Education for young people and adults
- offer into employment support to economically inactive service users

### **Consider investment in new Vocational areas**

Over the past 2 years, Impact Training have invested in 3 brand new Vocational training areas, including; the introduction of the Broadbase pathway, namely:

- ***Youth Work***
- ***Barbering***
- ***Hairdressing***

The company will continue to assess market and employer need, and give consideration to the introduction of brand new vocational pathways, where we feel there is a demand, anticipated potential for employment, the appetite of our service users and a business case for doing so.

# Impact Training NI Limited

## Management Committee Report *(continued)*

**Year ended 31 March 2024**

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### Investment in Disabled classroom support (Coded Learner Support)

The company invested in a brand new role of *coded learner disabled classroom support*, (since merged to incorporate a dual role of Mentor/SEN support,) in order to meet the demand for bespoke classroom support services, and the ever-increasing numbers of students presenting to us with educational statements. Implemented in January 2022 and growing in strength, the service continues to have a positive effect on those students who require the support.

### Community

Impact Training will continue to develop and strengthen relationships with the community and further establish itself as the prime and trusted provider of employability, skills training, qualifications, essential skills support and into employment services. We remain committed to the principles of the **Greater Shankill Children and Young People's Zone** and continue our representation at planning events, with direct involvement providing the Zone advice in our areas of expertise.

### Social Economy initiatives

Impact Training will explore viable and sustainable business opportunities aligned to the company's principles and values. This will require us to continually assess and review our organisational capacity with regard to both human and physical resources, and to create and build robust models of collaborative and partnership working.

### Greater Shankill BUILD Initiative

Our Youth Department and Youth Work students have been heavily involved in the BUILD initiative and community programmes throughout the reporting year. The company are now working closely with BUILD to consider a consortia application that will advance upon the good work already completed. From our perspective, the bid will strengthen our evening enterprise programmes, and if said consortia bid were to be successful, we would have three years funding to test new enterprise concepts, and where we might want to consider a larger social enterprise programme in the future.

# Impact Training NI Limited

## Management Committee Report *(continued)*

Year ended 31 March 2024

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### Trustees' responsibilities statement

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

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, 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 applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

### Auditor

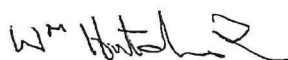
Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees' annual report and the strategic report were approved on 18 September 2024 and signed on behalf of the board of trustees by:



Mr Ian Jamison  
Trustee



Mr William Hutchinson  
Trustee