

COMPANY REGISTRATION NUMBER: NI027175
CHARITY REGISTRATION NUMBER: 101249

Springboard Opportunities Limited
Company Limited by Guarantee
Financial Statements
31 March 2024

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

Springboard Opportunities Limited

Company Limited by Guarantee

Financial Statements

Year ended 31 March 2024

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Springboard Opportunities Limited

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Trustees' Annual Report (Incorporating the Director's Report)

Year ended 31 March 2024

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2024.

Reference and administrative details

Registered charity name Springboard Opportunities Limited

Charity registration number 101249

Company registration number NI027175

Principal office and registered office Lourene House
112 - 114 Donegall St
Belfast
BT1 2GX

The trustees

E Molloy	(Resigned 25 January 2024)
J Redpath	
D Rowan	
I Jamison	
S Kelly	
D Power	(Resigned 5 April 2023)
H Bell	(Appointed 7 November 2023)
T Losty	(Appointed 13 September 2023)

Company secretary Angila Chada (Resigned 16th October 2024)
Stephanie O'Rourke (Appointed 16th October 2024)

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

Structure, governance and management

Legal status

Springboard Opportunities Limited (Springboard) is a company limited by guarantee incorporated on 22 January 1993 and registered with the Inland Revenue on 6 September 2000. The Company registration number is NI027175 and the Charity Reference Number is XR26582. Our organisation was established in 1992 and incorporated in 1993. It is governed by its Memorandum and Articles of Association, which were last amended on 23 June 2016.

Springboard Opportunities Limited

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

Structure, governance and management *(continued)*

Trustees

Springboard applies a range of methods to appoint Trustees, this includes targeted advertising and/or using trustee brokerage services. Applicants are provided with detailed information including role specification and description along with details such as time commitment as well as process for application. Subject to approval by the Board, preferred candidates are identified and invited to join.

Springboard employs clear policies and procedures for a comprehensive induction of Trustees. All new Trustees are provided with a detailed induction pack which includes current Directors and Professional Advisors; roles and responsibilities and Code of Practice; information on Springboard. New Trustees also receive the most recent financial statements, Board meeting papers, a copy of the company's governance procedures and guidance from Charity Commission for N Ireland.

Trustees deploy a wide range of skills and experience essential to good governance and the balance of expertise is kept under review. The board has the responsibility for the governance and strategic direction of Springboard, ensuring the charity upholds its ethos and values and work is aligned to charity objects.

The Board of Springboard meet at least every 2 months and are responsible for the strategic direction and policy of the charity. At these meetings, the Trustees agree broad strategy and areas of activity for the organisation, including consideration of governance, reserves and risk management policies and performance. At present the Board has six members with significant experience of the voluntary, community and public sector. The Company Secretary / Executive Director also attends the Board but has no voting rights. The Executive Director is responsible for the operational management of the charity. She is responsible for ensuring the charity delivers the services specified and that key objectives are met. met.

Those who serve on the Board of Springboard Opportunities Limited (Springboard) have responsibilities both under Company Law as Directors and under Charity Law as Trustees. Each new Director is asked to abide by Springboard's Code of Practice which defines the standards expected of Springboard Directors in order to ensure:

- the organisation is effective, open and accountable;
- the highest standards of integrity and stewardship is achieved; and
- the working relationship with any staff and advisers is productive and supportive.

Springboard Opportunities Limited

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

Structure, governance and management *(continued)*

Audit, Risk & HR Committee (ARHRC)

There is a requirement under current "Good Governance" procedures for Springboard to set up robust audit and governance systems. These will have a clear role in ensuring that the organisation meets the required standards of financial and legal probity and HR processes/systems. ARHRC has been delegated responsibility under Memorandum and Articles of Association dated 18th January 1993, Articles 50 and 51; on behalf of the Board for ensuring that there is a framework for accountability and oversight. Firstly for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management; and for ensuring the company which has charitable status, is complying with all aspects of the law, relevant regulations, good practise and governance. The Committee is responsible for ensuring the effectiveness of the internal and external audit functions and considers any significant issues arising in respect of either internal or external audit arrangements. ARHRC also reviews the adequacy of the internal control environment and risk management processes. With support of ARHRC, Directors conduct a review of the major risks to which the charity is exposed. A risk register has been established and where appropriate, systems or procedures have been established to mitigate risks the charity faces. This involves identifying the types of risks the company faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks. Significant external risks to funding requires ongoing diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with the health and safety of staff, volunteers, clients and visitors to the premises.

Secondly ARHRC advises the Board about the appointment and appropriate remuneration and terms of service for all staff, in line with the company's charitable status, relevant regulations, good practise, governance and compliant with all aspects of the law. The Committee is primarily responsible for the framework/broad policy for the appointment and pay of all staff, recommends level and structure of remuneration for senior management and considers disciplinary and grievance procedures and sensitive issues of dismissal, performance and complaint, as and when required.

The Terms of Reference of this Committee have been approved by the Board and recorded in Board minutes.

Remuneration

The charity's Trustees and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day-to-day basis. All Directors give of their time freely and no Director received remuneration or benefited from their work with the charity in the year. Details of Directors' expenses and related party transactions are disclosed in note 13 to the accounts.

The starting pay of all staff is outlined fully in Terms and Conditions of employment, with all staff placed on the NJC scale. Progression on the NJC scale is subject to satisfactory performance. All staff must have completed 6-months service to be eligible for an increment. Satisfactory performance is recommended by the Executive Director for final approval by the Board. In respect of the Executive Director, any increments are subject to approval by the Board. Increments and cost of living increases for all staff are subject to availability of budget.

Relationships with related parties

None of our trustees receive remuneration or other benefit from their work with the charity.

Springboard Opportunities Limited

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

Structure, governance and management *(continued)*

Safeguarding

The charity's Trustees and staff place central importance on complying with requirements for the protection and safeguarding of young people and adults at risk. An Adult Safeguarding Champion and Deputy Designated Officers are in place with key Safeguarding policies kept up to date. The organisation also support staff to keep knowledge and skills up to date. During the audit year the organisation effectively dealt with concerns according to protocols.

Objectives and activities

The charity's purpose is reflected in their objects as contained within Springboard's Memorandum and Articles of Association. These objects promote public benefit within the island of Ireland as follows:

(a) To provide opportunities, by all or any of the following means;

- Provision of opportunities, by all or any of the following means, to members of socially and economically disadvantaged communities to enable them to develop their capacity and skills in such a way that they are better able to identify and to help them meet their needs and to participate more fully in their communities and society;
- Promotion of education, training or retraining and provision of work experience, particularly to unemployed people;
- Provision of assistance in personal development, business advice and consultancy; and
- Provision of support and activities that enable the development of skills, of capacity and capability that enhance social inclusion and participation in communities and society.

(b) To promote mutual understanding, equality and diversity between people from diverse backgrounds by:

- Promotion of education and raising awareness in equality and diversity and the elimination of discrimination on any ground including of race, gender, disability, sexual orientation or religion;
- Provision of activities to foster understanding between people from diverse backgrounds; and
- Conducting or commissioning research on equality and diversity issues and making the results of same available to the public.

(c) To promote conflict resolution, reconciliation and peacebuilding within a national and international context to better understand the benefits of relief from suffering, building and maintaining social cohesion and trust within and between communities by:

- Promoting education into the causes and effects of conflict, reconciliation and peacebuilding; and
- Provision of support and activities that enable development of skills and capacity in conflict resolution, reconciliation and peacebuilding.

Springboard trustees continue to ensure activities focus on public benefit and are within the context of the objects within the charity's Memorandum and Articles of Association.

Activities/services undertaken during the audit year were targeted at individuals and groups from disadvantaged communities and included the following.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

Objectives and activities *(continued)*

HeadStart

HeadStart annually supports up to 48 young people aged 16-17 years (additional criteria apply for up to 24 years) who wish to build key personal and employability skills, gain essential skills and vocational qualifications in either youthwork or customer services. The rolling programme is funded by the Department of Economy.

YouthStart

The YouthStart programme (2023-2025) is funded under the UK Shared Prosperity Fund and delivered through a consortium of partners which includes Springboard, Princes Trust, Northern Ireland Youth Forum, Bytes, Start 360, Include Youth and led by Youth Action NI. Through the consortium the project aims to target 2,278 young people aged 16-30 years who are economically inactive, reside in high level areas of economic inactivity, are NEET and have complex needs.

Directions

Directions is a youth-led cross-community programme focusing on areas impacted by disadvantage and the legacy of the conflict. The programme supports 15 unemployed young people aged 16-25 years, particularly those at risk of paramilitary involvement and sectarianism. The programme themes are good relations, personal development and employability. During the audit year a 24-month Directions programme (2021-2023) was completed and a 15-month programme (2023-2024) commenced. Programmes are funded by by International Fund for Ireland.

Wall 2 Wall

Wall 2 Wall is a 15-month youth-led cross community programme in partnership with Greater Shankill Partnership. The programme builds understanding between the two communities on either side of Belfast's first 'peace-line' in Cupar Way. The programme involves 15 young people aged 16-25 years and programme themes are good relations, personal development, citizenship & leadership. The programme is funded by the International Fund for Ireland.

Springboard Opportunities Limited

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

Objectives and activities *(continued)*

Beyond 25

Led by Springboard in partnership with Roe Valley Residents Association, the Beyond25 research project explored peacebuilding practice with marginalised young people within an urban/rural environment in NI, and from North-South and East-West contexts. The project involved workshops, study visits to similar organisations in Ireland and England, and stakeholder consultations. The research report was launched through a webinar. The project was funded by the International Fund for Ireland.

Our Lives Our Legacy

Our Lives Our Legacy brought together 15 young people (aged 16-30 years) from across communities to participate in a programme, including a co-created event to mark the 25th anniversary of the Good Friday Agreement in September 2023. The programme was an opportunity to learn more about how a significant national event can be used as a 'moment' to shine a light on the challenges of peacebuilding. Through their lived experience, participants reflected on the conflict and had the opportunity to use it as a platform to explore their hopes for the future. Young people shared their learning through podcast and workshops in schools. Our Lives, Our Legacy was funded by Spirit of 2012.

Creative Academy

The programme was targeted at young people aged 16-24 years, who were NEET and had at least one barrier to work. The programme used the power of TikTok to equip young people with necessary skills and knowledge to enter creative industries. Sessions included creative career pathways, networking workshops, a visit to a cultural institution, and mini creative task with feedback from TikTok. The programme (2023-2024) was funded by Catch 22.

M-Space

M-Space was a two-year programme (2022-2024) that aimed to reach, engage and support over 500 young people through recovery-based services. The programme included one to one mentoring, health and wellbeing workshops and peer education activity. The programme also supported staff development and development of trauma-informed good practice. The programme was funded by Department of Health and managed by Community Foundation Northern Ireland (CFNI).

Fusion+

Fusion+ were cross-community programmes (2022-2023) aimed to work with 72 young people aged 14-17-year-olds from schools located in Belfast, Limavady, Ballymoney and Coleraine. The programme focused on building personal development and good relations culminating in a showcase activity. The programme was funded by NI Executive Office.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

Achievements and performance

During the last audit year (2023-2024) Springboard was involved in the inception, delivery and management of significant activities and programmes in support of their charity objects. Delivery focused on capacity building/employability, wellbeing, good relations, community participation and cohesion with activities designed and delivered within each or across these pillars. The organisation delivered significant impact and provided public benefit, which illustrated by the organisation's 2023-2024 impact summary outlined below.

By 31st March 2024 the organisation had reached 15000+ people since its inception in 1992. During the audit period key programme achievements for the organisation included the following.

The HeadStart programme is a rolling programme supporting young people build key personal and employability skills. During 2023-2024 young people achieved a wide range of qualifications in OCN Personal Success & Wellbeing, OCN Employability in addition to either OCN Youth Work Practice or OCN Customer Services. Young people are engaging in intensive work placement and world of work activities, including site visits to Ulster University and Lidl.

YouthStart is working with 16-30 year olds who are economically inactive and living within an urban setting. During the audit year, the programme engaged with a wide range of young people including young parents, refugees, those living with disabilities, addictions, poverty, homelessness, care experienced young people, young people involved in the criminal justice system and those who have been disengaged from any support for a number of years. Young people achieved qualifications eg NOCN Level 2 Skills for Employment, Training and Personal Development and attended tailored employability workshops responsive to the varied needs of young people.

Both Directions programmes engaged with young people with complex and multiple barriers, including homelessness, mental ill-health, substance misuse and relationship breakdowns. Poverty, and rising cost of living have been pressing concerns, with staff providing tailored support and engaging with specialist services as needed. As a result of their involvement participants have to-date demonstrated improved social and emotional capabilities, built their capacity and identified greater involvement in their communities for example volunteering with food banks. An integral part of programmes is good relations development with participants building improved awareness of self, others and respect for diversity. The current Directions programme concludes in December 2024.

Wall2Wall works with young people on either side of Belfast's 'peace-line' in Cupar Way to build understanding between the two communities. Participants have explored the impact of the peace-line, within the local context of division and the 'Troubles'. In addition to discussing the perspective of both sides to the divide with local activists, the group also participated in a historical tour in Dublin. These activities formed a backdrop to how division started in a local context which participants will build on their international study visit. Overall, the educational cultural visits as well as facilitated sessions have contributed to greater understanding for the group, and more importantly enabled them to become more confident in having discussions around identity, challenging prejudices and discussions on peace barriers and their impact. The programme to date has fostered a positive group dynamic, where young people have felt a sense of belonging and are building a strong foundation for sustainable mutual relationships moving forward. The project concludes in December 2024.

Funded by the International for Ireland, Our Peace, Our Future initiative, Beyond25 was a research project which explored approaches to further embed peace and reconciliation for marginalised young people living in disadvantaged areas. A short research paper was produced which identified the value of purposeful, co-designed, in-depth programmes based on youth-work principles. It also recommended greater inclusion of trauma-informed and mental health practice, as well as cultural

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Year ended 31 March 2024

competence practice to to underpin community cohesion. Lastly, Beyond25 reaffirmed the importance of an agile 'skilled' worker who is able to work amongst disruption and within ambiguity to effectively support young people. 15 young leaders successfully completed the Our Lives Our Legacy project at the end of March. The programme proved highly impactful, amplifying the voices of the young leaders as they reflected on the legacy of the Good Friday Agreement (GFA) for their generation and future generations coming after them. Their showcase held in Crumlin Road Gaol on UN Peace Day demonstrated how events can build connections between and amongst divided communities. Post event participants facilitated workshops to over 85 85 young people in secondary schools to create more of an awareness around the GFA and also to help challenge prejudices that exist within society. The project showcase was picked up by the Ulster Museum where it is now shown as part of the Troubles exhibition.

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During the audit year the TikTok Creative academy supported 185 young people. Participants took part in a wide range of activities to support their development to enter the creative industries. This included employability workshops, information and specialist skills for the creative industry eg digital marketing, branding and content creation. Industry influencers also took part in motivational talks and information sessions, including David Corscadden an Outreach and Access Manager for NI Screen who provided an overview of the Television and Film Industry. Young people also engaged in a range of site visits including NI Opera, Oh Yeah Music Centre, MAC theatre and designed creative presentations before a panel of experts.

M-Space made a major positive impact on the lives of over 673 beneficiaries. The programme supported young people aged 14-25 years old residing in areas of socio-economic deprivation to increase their social and emotional capabilities and improve their wellbeing through a variety of interventions including sustained group workshops, one to one mentoring, peer to peer sessions, youth-led panels, schools' workshops, training and youth-led wellbeing events. The project also impacted the wider community by supporting the leadership development of 24 youth Mental Health Ambassadors who continue to actively promote positive mental health and wellbeing to their peers and families. As a result of the grant the Springboard staff team were also upskilled in a wide range of specialist training that has enabled them to become more effective as trauma informed practitioners and better equipped to support the young people they work with.

During 2023-2024 Springboard also worked with 14-17 year olds on two programmes Fusion+ Belfast working with schools in Belfast and Fusion+ North West working with schools in Limavady, Ballymoney & Coleraine.

The programme involved good relations workshops which explored identity, difference, community and diversity through collaborative team activities. Key highlights from the projects were the programmes finale showcase performances where participants celebrated diversity and working together. Participants on both programmes worked together to create podcasts on the environment including carbon footprint, recycling and worked with local artists on their social action project.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

Achievements and performance *(continued)*

By the end of the audit year Springboard was successful in securing funding from the SEUPB PEACEPLUS Youth Programme for Journeys, Community Relations Council and from the Executive Office, Central Good Relations for Fusion+.

Financial review

During the twelve-month period ended 31st March 2024 Springboard Opportunities net outgoing resources were £26,762 (2023: £54,633).

Principal funding sources

The organisation had a range of funding sources during the audit period. The principal funding sources for the organisation were Community Relations Council, Skills for Life and Work programme for HeadStart, Shared Prosperity Fund for YouthStart, International Fund for Ireland for Directions, Wall2Wall and Beyond25, Spirit of 2012 for Our Lives, Our Legacy. Funding was also secured through The Executive Office, Belfast City Council, Catch 22 and Dept for Health through Community Foundation for N Ireland.

Investment powers and policy

Under the Memorandum and Articles of Association, the charity has the power to invest in any way the Directors wish. However aside from retaining an amount in reserves each year (if available) most of the charity's funds are spent on activities as agreed with funders. The Directors have operated a policy of ensuring reserve funds are held in an interest-bearing account.

Reserves policy and going concern

The policy of the charity is to establish and maintain sufficient levels of reserves which ensure Springboard's core activity could continue during a period of unforeseen difficulty or emergency such as asset recovery, funding gaps in allocation and / or meet contractual obligations should the organisation have to reduce/close. This includes redundancy pay, amounts due to creditors and commitments made under leases.

In light of this policy, members of the Audit, Risk & HR Committee (ARHRC) review reserves and risks on an ongoing basis, with Directors carrying out an annual examination of the charity's requirements for reserves and consideration of the main risks to the company. This examination takes account of the nature of income and expenditure streams, the need to match variable income with fixed commitments and the nature of the reserves. The Directors have concluded that to allow the charity to be managed efficiently, and to provide a buffer, a general reserve which equates to approximately 6 months of unrestricted fund expenditure should be available. Directors continue to explore the level of reserves and are considering ways in which additional funds can be raised. They are also aware this may be difficult given the backdrop of limited resources and ongoing constraints around funding and therefore are also committed to ongoing economies should circumstances arise where reserves are required. The next review of reserves will take place at the Annual General Meeting in September 2024.

The total reserves held at the period end were £771,522. Unrestricted reserves freely available to spend, therefore excluding fixed assets, and restricted reserves amounted to £654,104 which was in line with the target level. Restricted reserves at the period end equated to £113,920. The trustees believe this represents a sufficient level of reserve to ensure that the going concern assumption is appropriate.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

Plans for future periods

Over the next twelve months Springboard plans to build on the learning and experiences of services and activities as outlined above, as aligned within our company objects. During 2024-2025 the organisation will continue to deliver contracted programmes and develop new programmes secured at the latter end of the audit year, Fusion+ from the Executive Office and Journeys from Special EU Programmes Body. Focus will also continue fundraising to underpin sustainability and further support young people and contribute to building a peaceful and cohesive society.

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;
- 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.

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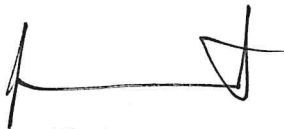
Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 16 October 2024 and signed on behalf of the board of trustees by:

A handwritten signature in black ink, appearing to be 'J Redpath', written over a horizontal line.

J Redpath
Trustee