

COMPANY REGISTRATION NUMBER: NI647706
CHARITY REGISTRATION NUMBER: NIC106841

The Turnaround Project
Company Limited by Guarantee
Unaudited Financial Statements
31 March 2023

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

The Turnaround Project

Company Limited by Guarantee

Financial Statements

Year ended 31 March 2023

	Page
Trustees' annual report (incorporating the director's report)	1
Independent examiner's report to the trustees	9
Statement of financial activities (including income and expenditure account)	11
Statement of financial position	12
Notes to the financial statements	13

The Turnaround Project

Company Limited by Guarantee

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

Year ended 31 March 2023

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2023.

Reference and administrative details

Registered charity name	The Turnaround Project
Charity registration number	NIC106841
Company registration number	NI647706
Principal office and registered office	Turnaround Project Office Hydebank College, Hospital Road, Belfast BT88NA Northern Ireland

The trustees

N McCartan
C Bell
N Casey
M Doherty
S Donnelly Clegg
A Hamilton
C Mayrs
R O'Brien
M Topping
M Irwin
E Donaghy (Appointed 23 June 2023)

Company secretary R Good

Independent examiner FINEGAN GIBSON LTD
Chartered accountant and registered auditors
Causeway Tower
9 James Street South
Belfast
BT2 8DN

The Turnaround Project

Company Limited by Guarantee

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

Year ended 31 March 2023

Trustees Report

As the Trustees, who are also Directors of the Charity for the purposes of the Companies Act 2006, we have pleasure in submitting their annual report and the independently reviewed financial statements of the Charity for the Period ended 31 March 2023.

We have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in 2005 in preparing our annual report and financial statements of the Charity.

The legal and administrative information on page 1 forms part of this report.

Purposes

The Turnaround Project's vision is of an inclusive community where everyone has hope and opportunity.

In pursuit of this vision, Turnaround's goals are:

- to enable people who have served sentences in prison or in the community to turn around their futures; and
- to turn around the wider community, encouraging others to support people on that journey.

Structure and Governance

The Turnaround Project is a company limited by guarantee, incorporated as such on 31 August 2017. It was registered as a charity on 4 December 2017.

It is governed by a Memorandum and Articles of Association. The Trustees meet at least once every two months and have overall responsibility for the business of the charity and the exercise of its powers.

The day-to-day management of the organisation is carried out by the Director and Company Secretary, Richard Good, who is accountable to the Board of Trustees.

The Board has adopted a planned and systematic approach to the identification, evaluation, and control of risk to secure the assets and reputation of the organisation. A risk management framework is in place to ensure that the principles of good risk management are integrated into all its activities.

Risks are documented in a Corporate Risk Register showing the level of the risk, identifying the risk owner and the steps being taken to mitigate the risk. The risk register provides an overview of risks at a given time and a tool to monitor the effectiveness of the methods used to mitigate the effect of the risks. Throughout the year the Corporate Risk Register was reviewed on a regular basis by the Director and Head of Operations, and in advance of each Board meeting by the Chair, Deputy-Chair, Treasurer and Director. Towards the end of the year the Board agreed to establish a 'Finance, Risk and Compliance Committee' whose responsibilities include reviewing the Risk Register between Board meetings. Risk management is included as a standing agenda item at each Board meeting, allowing recommendations to be made to the Board in relation to any new risks identified, any that might be terminated, and controls and actions that could be updated in response to changing internal and external events.

The Board receives quarterly financial management reports to ensure that it is fully informed of the organisation's financial position and that any financial management issues are identified and considered by Trustees.

A comprehensive set of policies are in place and a rolling schedule of review is followed to ensure that Trustees review each policy at appropriate intervals.

The Turnaround Project

Company Limited by Guarantee

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

Year ended 31 March 2023

In line with the Board's policy, the Trustees undertake an annual 'Governance Health Check' to ensure the Board continues to operate effectively and in line with the Code of Good Governance.

Directors and Trustees

The Directors of the Company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees. All Trustees are unpaid.

Trustees may be appointed at the Annual General Meeting, or between Annual General Meetings by a resolution of the other Trustees.

The Trustees during the period were:

Catherine Bell, Sara Donnelly-Clegg (Deputy Chair), Andrew Hamilton (Treasurer), Niall Casey, Moira Doherty, Michael Irwin, Neil McCartan, Colin Mayrs, Rachel O'Brien, and Margaret Topping (Chair).

Trustees' interests

No trustee had at any time during the period any beneficial material interest in any contract that was significant in relation to the Charity's business. Trustees are given the opportunity to declare a conflict of interest at each Board meeting should that situation arise. At the start of each meeting Trustees also commit to consider their charitable purposes and duties as charity trustees when making any decision. During the period no conflicts were declared that could have affected any Trustee's ability to act solely in the best interests of the charity.

The Turnaround Project

Company Limited by Guarantee

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

Year ended 31 March 2023

Objectives and Activities

In setting our objectives and planning our activities for the year the Trustees have given careful consideration to the Charity Commission for Northern Ireland's guidance on public benefit to ensure that the activities have helped to achieve the charity's purposes and provide a benefit to the beneficiaries.

Our objectives include:

- the provision of training and employment opportunities for people who are disengaged from the employment market;
- helping to turn around the futures of people who are serving sentences in prison or in the community, and
- turning around the wider community, encouraging others to support people on that journey.

We believe that achieving these objectives will help to increase public understanding of, and engagement in meeting, the needs of people as they move out of the justice system. It will also help to reduce the likelihood of re-offending, and thereby the individual, social and financial impact of crime.

Our approach to helping people to turn around their futures includes three areas of focus:

1. A strengths-based model of support

Respecting their self-determination, and in order to strengthen their sense of personal 'agency' we support people to develop their own plan for where they want to go beyond the justice system, and how they plan to get there. While the process to develop a plan is structured around the social and economic factors that have been identified as important on people's journeys away from the justice system, each plan is personal. Turnaround commits to supporting people in achieving them through individual coaching. And we encourage each person to use their own learning to support others on the same journey.

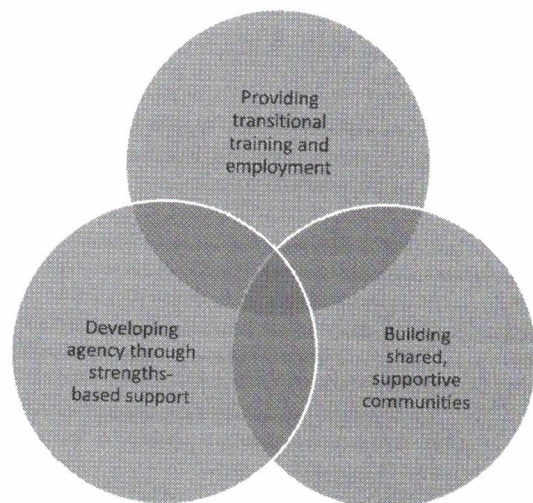
2. Transitional training and employment

At the centre of our model is 'transitional employment', using enterprise to give people the opportunity to experience and demonstrate competency in real jobs, in real businesses, as a means of accessing employment and developing the ability to secure and sustain conventional employment in due course.

We currently run two enterprises:

Big Loop Bikes provides bike servicing and repair, sale of professionally refurbished bikes, bike leasing schemes for employers and 'Dr Bike' sessions in the community. It operates at three locations within Belfast: at our full-service bike shop on the Queen's University campus; at the sustainable travel hub at Belfast's Cathedral Gardens; and at our community workshop in North Street.

Our circular economy model strengthens Big Loop's contribution to waste reduction, meaning that we provide both a social and environmental return for our customers and supporters.



The Turnaround Project

Company Limited by Guarantee

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

Year ended 31 March 2023

These locations allow us to provide opportunities for people serving sentences in the community, and for volunteers to work alongside them. New relationships, new skills, a sense of purpose and a shift in identity are all important in helping people to turn around their futures. Our Big Loop shops and workshops provide the spaces for our movement and its members to grow.

Outwork provides property maintenance services, including routine external grounds maintenance and indoor cleaning; design and installation of planting schemes; and one-off intensive clearance and tidy-ups to clients when they acquire a new property, need additional support on top of their regular caretaking, or to clear up after events.

Outwork currently delivers long-term contracts for Alpha Housing Association, Belfast International Airport, and Transport Training Services, and undertake sub-contracting for Idverde and PK Murphy.

Transitional employment environments differ from conventional environments in the way they offer a more supportive, flexible ethos that is designed to take account of the complex issues people face at that stage of their journeys.

3. Shared, supportive communities

Desistance is not only about changes in individual behaviour and identity, but also relies on people's access to positive networks and developing a sense of belonging. So, Turnaround's approach is also designed to develop community capital, engaging people who have served sentences and others who have not in a shared, supportive community that engages in supporting its own members and others in wider society. Engaging together helps to build everyone's sense of agency, to shape how they are perceived by themselves and by others, and to strengthen their sense that they have something to offer.

Achievements and Performance

This has been the sixth year of Turnaround's development as an organisation. In the first year the organisation's foundations were laid; in the second it began employing staff and delivering its model of transitional training and wider support. Its third and fourth years saw it increase its activities, employing additional staff and provide support to more people as they transitioned out of the justice system, but were also marked by the impact of the Covid-19 pandemic. In many ways, its fifth year was the first in which Turnaround operated at 'full steam', developing its management structure, growing its enterprises, and expanding the range of individuals and organisations with which it engaged.

That progress continued throughout this sixth year, with growth in enterprise activity, in the numbers of people who availed of its transitional employment opportunities, and in its community engagement and advocacy work.

• Social Enterprises

Over the course of the year, our social enterprises provided 33 people with transitional employment opportunities (more than double the 15 people employed in the previous year) over a cumulative 8,377 hours (a 70% increase on the hours provided in the previous year). Six of those transitional employees went on to secure conventional employment.

The growth of our enterprises during this year allowed the organisation, for the first time, to secure more of its income through its primary-purpose trading activity than through its fundraising activity.

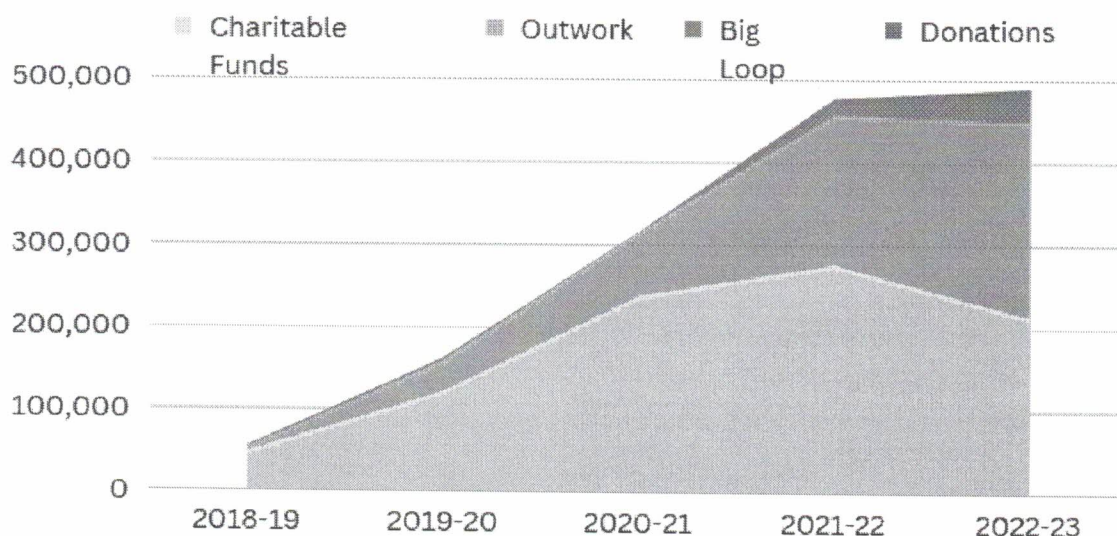
The Turnaround Project

Company Limited by Guarantee

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

Year ended 31 March 2023

TURNOVER



Having previously only offered transitional employment opportunities to people who were still serving a sentence, this year we extended our criteria to include people who have been through the justice system, completed their sentences, but who continue to struggle to secure or sustain employment as a result of their criminal record. This, combined with Turnaround's increasing profile, saw us receive 84 referrals over the course of the year, more than twice the number during the previous year.

Outwork

Through a combination of the quality of its delivery and the development of strong partnerships with clients who believe in Turnaround's vision, Outwork continued to retain key clients this year, including Alpha Housing Association, Belfast International Airport and idverde.

The year also saw the securing of long-term contracts with new clients, including Transport Training Services, Springfield Charitable Association and PK Murphy. The contract with PK Murphy allowed Outwork to explore whether painting would be a viable addition to the services it offers. While the conclusion was that it was not suitable for a transitional employment model, the relationship with PK Murphy extended successfully into indoor cleaning. We are grateful to all of these clients for their commitment to developing partnerships with us to enable more people to experience hope and opportunity.

As well as allowing us to employ more transitional staff, these new contracts required the recruitment of a third full-time Supervisor and two 'Supervisor's Assistants', and we were pleased that one of those posts was filled by a former transitional employee. During the year Outwork passed the significant milestone at which all of its operational staff costs were met through enterprise income.

We were also delighted that the Outwork staff team won 'Outstanding Staff Team of the Year' at the Social Enterprise NI Awards, with the judges praising the way in which people leaving the justice system had integrated into the team.

Big Loop Bikes

Originally based within Hydebank Wood College, but having relaunched as a community-based enterprise in October 2021 after a break of over two years caused by Covid-19 restrictions, Big Loop Bikes consolidated its growth over the course of this year. Its team of permanent and transitional employees continued to deliver services at the retail and workshop premises provided by Queen's

The Turnaround Project

Company Limited by Guarantee

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

Year ended 31 March 2023

University Belfast. It also continued to provide mobile services including 'Dr Bike' sessions that provided opportunities for positive community engagement with its transitional employees.

Belfast City Council appointed Big Loop as the provider of bike maintenance and other services at its new sustainable transport hub at Cathedral Gardens in Belfast city centre.

- **Coaching**

Each of our transitional staff received strengths-based coaching, which extended to support for those who moved on into conventional employment. We continued to see the breadth, depth and complexity of the challenges that our transitional staff have to deal with in the course of their personal journeys, and the benefit that coaching support can provide.

- **Engagement and Community Building**

Our Engagement and Participation Manager led on a series of initiatives across the year. These included the development of a peer-led research project within Hydebank Wood College involving Professor Shadd Maruna from Queen's University Belfast that saw people who were serving custodial sentences receive training on peer-research and support to design and distribute a survey among their peers. Current and former transitional staff, and members of Probation Board User Groups were also engaged, as were others who had been through the justice system and were now employed in the community. All of these research engagements helped Turnaround to adapt and develop its current approach to enabling people, as well as our plans for the future.

One of the areas examined through this research was the potential to develop a 'New Futures Centre', a concept that Turnaround has been developing over a number of years that would involve co-location of social enterprises and other transitional support services in a trusted space. This model was piloted in a small way during the year by creating a 'social space' within Turnaround's city centre offices, and bringing in advisors on benefits, housing and personal money-management.

Turnaround also assumed a leadership role in facilitating increased knowledge-sharing and collaboration on an all-Ireland basis. Having participated in a meeting in Dublin with a range of third sector organisations covering social enterprise, access to education, advocacy, and creating opportunities for service users, Turnaround staff organised a follow-up meeting in Belfast that allowed for knowledge-sharing around social enterprise as a vehicle for transitional employment; and initiatives to lower barriers to entry into higher education for people with criminal records. In turn, Turnaround worked in partnership with the Irish Department of Justice to co-design and facilitate a workshop in Dublin to exchange ideas, share knowledge and explore solutions to how we might work more collaboratively across the island. We look forward to continuing to develop this wider role for Turnaround, and in particular to bring voices of lived experience to such discussions.

With this in mind, Turnaround's 'Lived Experience Podcast' series continued, amplifying voices of lived experience and raising Turnaround's profile in Britain and Ireland, as reflected in a striking increase in its social media following.

- **Partnerships / Volunteering**

We continued to build partnerships with other organisations and offer volunteering opportunities for people who share our commitment to lowering barriers for people. 33 people, including university students, employees within corporate partners, and other individuals brought their skills across a broad range of areas, including research, communication, business development and bicycle repair, providing a combined 2,333 hours of volunteering time.

Having secured funding from the Triangle 1949 Fund to work with other organisations and employers to pursue new approaches to supporting people to find and sustain employment, we began to engage with other third-sector partners and private sector employers to explore ideas.

- **Organisational development**

The Turnaround Project

Company Limited by Guarantee

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

Year ended 31 March 2023

Early in the year a new post of Head of Operations was created and filled, allowing us to work over the course of the year to consolidate finance, HR and other key policies and procedures. This appointment helped the organisation to navigate a challenging transition from one provider of outsourced financial services to another, while developing our internal financial management capacity.

An additional full-time business support position was created through the 'Start Here' scheme funded by the Department for Communities and managed by The Rank Foundation. The Board was successful in applying to become a 'host Board' for the Boardroom Apprentice scheme.

Towards the end of the year the Board reviewed the structure and frequency of its own meetings, and agreed to move to four (rather than six) meetings per year, but with the appointment of a new 'Finance, Risk and Compliance' Committee that now meets in between each Board meeting. Working Groups of Trustees were also identified to focus on the development of Turnaround's social enterprises and a new Strategic Plan for 2023-2026.

Financial Review

The statement of financial activities reported below covers the 12-month period from 1 April 2022 to 31 March 2023.

These show income of £487,514 for the period against which expenditure of £511,648 was incurred. Having brought forward £282,904 from the previous financial year, the total funds carried forward at the end of the year were £258,770.

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 7 September 2023 and signed on behalf of the board of trustees by:



A Hamilton
Trustee

The Turnaround Project

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of The Turnaround Project

Year ended 31 March 2023

I report on the financial statements for the year ended 31 March 2023, which comprise the statement of financial activities (including income and expenditure account), statement of financial position and the related notes.

Respective responsibilities of trustees and examiner

The charity's trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006. Having satisfied myself that the charity is not subject to audit under company law, and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 65 of the Charities Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission for Northern Ireland under section 65(9)(b) of the Charities Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

I have examined your charity accounts as required under section 65 of the Charities Act and my examination was carried out in accordance with the general Directions given by the Charity Commission for Northern Ireland under section 65(9)(b) of the Charities Act. The examination included a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also included consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters.

My role is to state whether any material matters have come to my attention giving me cause to believe:

1. That accounting records were not kept in accordance with section 386 of the Companies Act 2006
2. That the accounts do not accord with those accounting records
3. That the accounts do not comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the 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.
4. That there is further information needed for a proper understanding of the accounts to be reached.

The Turnaround Project

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of The Turnaround Project *(continued)*

Year ended 31 March 2023

Independent examiner's statement

I have completed my examination and have no concerns in respect of the matters (1) to (4) listed above and, in connection with following the Directions of the Charity Commission for Northern Ireland, I have found no matters that require drawing to your attention.

FINEGAN GIBSON LTD
Chartered accountant and registered auditors

Causeway Tower
9 James Street South
Belfast
BT2 8DN
Independent Examiner

The Turnaround Project

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31 March 2023

		Unrestricted funds £	2023 Restricted funds £	Total funds £	2022 Total funds £
	Note				
Income and endowments					
Donations and legacies	5	5,634	—	5,634	12
Charitable activities	6	16,500	204,204	220,704	274,748
Other trading activities	7	261,176	—	261,176	200,478
Total income		<u>283,310</u>	<u>204,204</u>	<u>487,514</u>	<u>475,238</u>
Expenditure					
Expenditure on raising funds:					
Costs of other trading activities	8	15,181	—	15,181	27,606
Expenditure on charitable activities	9,10	287,576	208,891	496,467	314,041
Total expenditure		<u>302,757</u>	<u>208,891</u>	<u>511,648</u>	<u>341,647</u>
Net (expenditure)/income		<u>(19,447)</u>	<u>(4,687)</u>	<u>(24,134)</u>	<u>133,591</u>
Transfers between funds		(500)	500	—	—
Net movement in funds		<u>(19,947)</u>	<u>(4,187)</u>	<u>(24,134)</u>	<u>133,591</u>
Reconciliation of funds					
Total funds brought forward		197,397	85,507	282,904	149,313
Total funds carried forward		<u>177,450</u>	<u>81,320</u>	<u>258,770</u>	<u>282,904</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 13 to 25 form part of these financial statements.

The Turnaround Project
Company Limited by Guarantee
Statement of Financial Position

31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible fixed assets	15	63,621	88,515
Current assets			
Stocks	16	12,378	—
Debtors	17	38,813	104,340
Cash at bank and in hand		168,086	125,899
		219,277	230,239
Creditors: amounts falling due within one year	18	24,128	35,850
Net current assets		195,149	194,389
Total assets less current liabilities		258,770	282,904
Net assets		258,770	282,904
Funds of the charity			
Restricted funds		81,320	85,507
Unrestricted funds		177,450	197,397
Total charity funds	21	258,770	282,904

For the year ending 31 March 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

These financial statements were approved by the board of trustees and authorised for issue on 7 September 2023, and are signed on behalf of the board by:

Andrew Hamilton

A Hamilton
Trustee

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements

Year ended 31 March 2023

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in Northern Ireland and a registered charity in Northern Ireland. The address of the registered office is Turnaround Project Office Hydebanks College, Hospital Road, Belfast, BT88NA, Northern Ireland.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

3. Accounting policies *(continued)*

Tangible assets *(continued)*

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Plant and machinery	- 25% straight line
Motor vehicles	- 25% straight line
Equipment	- 25% straight line

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

Financial instruments

A financial asset or a financial liability is recognised only when the charity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs.

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

3. Accounting policies *(continued)*

Financial instruments *(continued)*

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

Where investments in shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in income and expenditure. All other such investments are subsequently measured at cost less impairment.

Other financial instruments, including derivatives, are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial instruments are subsequently measured at fair value, with any changes recognised in the statement of financial activities, with the exception of hedging instruments in a designated hedging relationship.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by guarantee

Without share capital use of 'Limited' exemption

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Donations				
Donations	5,634	5,634	12	12

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
DOJ/ARCS	—	—	—
Triangle Trust income	—	27,242	27,242
School for Social Entrepreneurs	—	—	—
Rank Foundation	—	—	—
Department for Infrastructure	—	—	—
Rank Foundation - Start Here Fund	—	32,124	32,124
Rank Foundation - Profit for Good	—	6,622	6,622
AB Charitable Trust	15,000	—	15,000
Co-Operative Alternatives NI	—	2,500	2,500
National Lottery - Awards for All	—	9,863	9,863
Belfast Harbour	—	4,813	4,813
Halifax Foundation	—	4,690	4,690
Architectural Heritage Fund	—	5,000	5,000
SSE Dolphin Procurement Readiness Programme	1,500	—	1,500
NIHE Homelessness Prevention Fund	—	8,330	8,330
The Fore Income	—	244	244
RSA Catalyst	—	—	—
Allen and Overy	—	7,328	7,328
NIHE Social Enterprise Innovation	—	—	—
CFI Covid Grant Fund	—	—	—
CF-Social Justice	—	—	—
CF-ARN Foundation	—	—	—
Rayne Foundation	—	—	—
Dormant Fund	—	—	—
Tudor Trust	—	49,977	49,977
Vinci Uk	—	30,000	30,000
Job start	—	—	—
Levelling up NIACRO	—	2,702	2,702
Rank foundation-pioneers for good	—	12,769	12,769
	16,500	204,204	220,704

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

6. Charitable activities *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
DOJ/ARCS	—	6,000	6,000
Triangle Trust income	—	20,000	20,000
School for Social Entrepreneurs	—	3,000	3,000
Rank Foundation	—	5,364	5,364
Department for Infrastructure	—	85,360	85,360
Rank Foundation - Start Here Fund	—	—	—
Rank Foundation - Profit for Good	—	—	—
AB Charitable Trust	—	—	—
Co-Operative Alternatives NI	—	—	—
National Lottery - Awards for All	—	—	—
Belfast Harbour	—	—	—
Halifax Foundation	—	—	—
Architectural Heritage Fund	—	—	—
SSE Dolphin Procurement Readiness Programme	—	—	—
NIHE Homelessness Prevention Fund	—	—	—
The Fore Income	—	—	—
RSA Catalyst	—	4,042	4,042
Allen and Overy	—	—	—
NIHE Social Enterprise Innovation	—	10,187	10,187
CFI Covid Grant Fund	30,000	—	30,000
CF-Social Justice	—	4,932	4,932
CF-ARN Foundation	—	14,798	14,798
Rayne Foundation	—	10,000	10,000
Dormant Fund	—	24,988	24,988
Tudor Trust	—	30,000	30,000
Vinci Uk	—	5,000	5,000
Job start	—	4,996	4,996
Levelling up NIACRO	—	12,769	12,769
Rank foundation-pioneers for good	—	3,312	3,312
	<u>30,000</u>	<u>244,748</u>	<u>274,748</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
BLB Retail income	32,366	32,366	19,298	19,298
Outwork	227,053	227,053	181,180	181,180
Retail income - Hire	1,757	1,757	—	—
	<u>261,176</u>	<u>261,176</u>	<u>200,478</u>	<u>200,478</u>

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

8. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Costs of other trading activities	<u>15,181</u>	<u>15,181</u>	<u>27,606</u>	<u>27,606</u>

9. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Charitable Activities	280,604	208,891	489,495
Support costs	<u>6,972</u>	<u>—</u>	<u>6,972</u>
	<u>287,576</u>	<u>208,891</u>	<u>496,467</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Charitable Activities	189,408	119,576	308,984
Support costs	<u>5,057</u>	<u>—</u>	<u>5,057</u>
	<u>194,465</u>	<u>119,576</u>	<u>314,041</u>

10. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2023 £	Total fund 2022 £
Charitable Activities	489,495	—	489,495	308,984
Governance costs	<u>—</u>	<u>6,972</u>	<u>6,972</u>	<u>5,057</u>
	<u>489,495</u>	<u>6,972</u>	<u>496,467</u>	<u>314,041</u>

11. Net (expenditure)/income

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

	2023 £	2022 £
Depreciation of tangible fixed assets	<u>28,671</u>	<u>9,646</u>

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

12. Independent examination fees

	2023	2022
	£	£
Fees payable to the independent examiner for: Independent examination of the financial statements	1,950	1,875

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2023	2022
	£	£
Wages and salaries	334,653	235,972
Social security costs	21,274	10,981
Employer contributions to pension plans	7,416	5,048
	363,343	252,001

The average head count of employees during the year was 23 (2022: 19). The average number of full-time equivalent employees during the year is analysed as follows:

	2023	2022
	No.	No.
Number of staff	23	19

No employee received employee benefits of more than £60,000 during the year (2022: Nil).

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £87,331 (2022: £52,030).

14. Trustee remuneration and expenses

The charity trustees were not paid or received any other benefits from employment with the charity (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil). The charity trustees were reimbursed expenses during the year totalling £123.60 (2022: £nil).

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

15. Tangible fixed assets

	Plant and machinery £	Motor vehicles £	Equipment £	Total £
Cost				
At 1 April 2022	15,350	88,759	6,740	110,849
Other movements	488	3,429	(140)	3,777
At 31 March 2023	<u>15,838</u>	<u>92,188</u>	<u>6,600</u>	<u>114,626</u>
Depreciation				
At 1 April 2022	398	18,578	3,358	22,334
Charge for the year	3,861	23,125	1,685	28,671
At 31 March 2023	<u>4,259</u>	<u>41,703</u>	<u>5,043</u>	<u>51,005</u>
Carrying amount				
At 31 March 2023	<u>11,579</u>	<u>50,485</u>	<u>1,557</u>	<u>63,621</u>
At 31 March 2022	<u>14,952</u>	<u>70,181</u>	<u>3,382</u>	<u>88,515</u>

16. Stocks

	2023 £	2022 £
Raw materials and consumables	<u>12,378</u>	<u>—</u>

17. Debtors

	2023 £	2022 £
Trade debtors	33,382	71,984
Prepayments and accrued income	5,431	5,128
Other debtors	—	27,228
	<u>38,813</u>	<u>104,340</u>

18. Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	8,278	3,579
Accruals and deferred income	1,440	28,453
Social security and other taxes	13,066	3,779
Other creditors	1,344	39
	<u>24,128</u>	<u>35,850</u>

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

19. Deferred income

	2023	2022
	£	£
Amount deferred in year	—	21,622

20. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £7,416 (2022: £5,048).

21. Analysis of charitable funds

Unrestricted funds

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
General funds	110,332	283,310	(274,086)	(500)	119,056
Fixed asset funds	87,065	—	(28,671)	—	58,394
	<u>197,397</u>	<u>283,310</u>	<u>(302,757)</u>	<u>(500)</u>	<u>177,450</u>

	At 1 April 2021	Income	Expenditure	Transfers	At 31 March 2022
	£	£	£	£	£
General funds	92,267	230,490	(212,425)	—	110,332
Fixed asset funds	24,302	—	(9,646)	72,409	87,065
	<u>116,569</u>	<u>230,490</u>	<u>(222,071)</u>	<u>72,409</u>	<u>197,397</u>

Restricted funds

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
DOJ/ARCS	—	—	—	—	—
National Lottery -					
Awards for All	—	9,863	(4,531)	—	5,332
Triangle Trust	—	27,242	(22,188)	—	5,054
The Fore	—	244	(244)	—	—
RSA Catalyst	4,042	—	(4,042)	—	—
PSNI Grant	24,075	—	(24,075)	—	—

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

21. Analysis of charitable funds *(continued)*

Allen & Overy	—	7,328	(4,885)	—	2,443
NIHE Social Enterprise	4,975	—	(4,975)	—	—
SSE	—	—	—	—	—
The Rank Foundation- Time to Shine	—	—	—	—	—
Dept for Infrastructure	—	—	—	—	—
CF-Social Justice small grant	4,932	—	(4,932)	—	—
CF-ARN Foundation	—	—	—	—	—
Rayne Foundation	833	—	(833)	—	—
Dormant Fund	24,988	49,977	(36,941)	—	38,024
Tudor Trust	21,662	30,000	(34,162)	—	17,500
Vinci UK Foundation	—	—	—	—	—
Job start	—	2,702	(2,702)	—	—
Levelling up NIACRO	—	12,769	(12,769)	—	—
Pioneers for Good- Rank Foundation	—	—	—	—	—
Rank Foundation - Start Here Fund	—	32,124	(21,082)	—	11,042
Rank Foundation - Profit for Good	—	6,622	(6,622)	—	—
Co-Operative Alternatives NI	—	2,500	(2,500)	—	—
Belfast Harbour	—	4,813	(2,888)	—	1,925
Halifax Foundation	—	4,690	(5,190)	500	—
Architectural Heritage Fund	—	5,000	(5,000)	—	—
NIHE Homelessness Prevention Fund	—	8,330	(8,330)	—	—
	<u>85,507</u>	<u>204,204</u>	<u>(208,891)</u>	<u>500</u>	<u>81,320</u>

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
DOJ/ARCS	—	6,000	(6,000)	—	—
National Lottery - Awards for All	—	—	—	—	—
Triangle Trust	—	20,000	(20,000)	—	—
The Fore	—	—	—	—	—
RSA Catalyst	—	4,042	—	—	4,042
PSNI Grant	24,075	—	—	—	24,075
Allen & Overy	—	—	—	—	—
NIHE Social Enterprise	—	10,187	(1,712)	(3,500)	4,975
SSE	—	3,000	(3,000)	—	—

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

21. Analysis of charitable funds *(continued)*

The Rank Foundation- Time to Shine	8,669	5,364	(14,033)	—	—
Dept for Infrastructure	—	85,360	(21,451)	(63,909)	—
CF-Social Justice small grant	—	4,932	—	—	4,932
CF-ARN Foundation	—	14,798	(14,798)	—	—
Rayne Foundation	—	10,000	(9,167)	—	833
Dormant Fund	—	24,988	—	—	24,988
Tudor Trust	—	30,000	(8,338)	—	21,662
Vinci UK Foundation	—	5,000	—	(5,000)	—
Job start	—	4,996	(4,996)	—	—
Levelling up NIACRO	—	12,769	(12,769)	—	—
Pioneers for Good- Rank Foundation	—	3,312	(3,312)	—	—
Rank Foundation - Start Here Fund	—	—	—	—	—
Rank Foundation - Profit for Good	—	—	—	—	—
Co-Operative Alternatives NI	—	—	—	—	—
Belfast Harbour	—	—	—	—	—
Halifax Foundation	—	—	—	—	—
Architectural Heritage Fund	—	—	—	—	—
NIHE Homelessness Prevention Fund	—	—	—	—	—
	<u>32,744</u>	<u>244,748</u>	<u>(119,576)</u>	<u>(72,409)</u>	<u>85,507</u>

The Turnaround Project

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2023

22. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible fixed assets	63,621	–	63,621
Current assets	137,957	81,320	219,277
Creditors less than 1 year	(24,128)	–	(24,128)
Net assets	<u>177,450</u>	<u>81,320</u>	<u>258,770</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	88,515	–	88,515
Current assets	202,180	28,059	230,239
Creditors less than 1 year	(35,850)	–	(35,850)
Net assets	<u>254,845</u>	<u>28,059</u>	<u>282,904</u>

23. Corporation taxation

The Company is a registered charity, and as such is entitled to tax exemptions on income and profits in furtherance of the charity's primary objectives.

24. Related parties

There were no related party transactions in the year ending 31st March 2023.

The Turnaround Project
Company Limited by Guarantee
Management Information
Year ended 31 March 2023

The following pages do not form part of the financial statements.

The Turnaround Project

Company Limited by Guarantee

Detailed Statement of Financial Activities

Year ended 31 March 2023

	2023 £	2022 £
Income and endowments		
Donations and legacies		
Donations	5,634	12
Charitable activities		
DOJ/ARCS	—	6,000
Triangle Trust income	27,242	20,000
School for Social Entrepreneurs	—	3,000
Rank Foundation	—	5,364
Department for Infrastructure	—	85,360
Rank Foundation - Start Here Fund	32,124	—
Rank Foundation - Profit for Good	6,622	—
AB Charitable Trust	15,000	—
Co-Operative Alternatives NI	2,500	—
National Lottery - Awards for All	9,863	—
Belfast Harbour	4,813	—
Halifax Foundation	4,690	—
Architectural Heritage Fund	5,000	—
SSE Dolphin Procurement Readiness Programme	1,500	—
NIHE Homelessness Prevention Fund	8,330	—
The Fore Income	244	—
RSA Catalyst	—	4,042
Allen and Overy	7,328	—
NIHE Social Enterprise Innovation	—	10,187
CFI Covid Grant Fund	—	30,000
CF-Social Justice	—	4,932
CF-ARN Foundation	—	14,798
Rayne Foundation	—	10,000
Dormant Fund	49,977	24,988
Tudor Trust	30,000	30,000
Vinci Uk	—	5,000
Job start	2,702	4,996
Levelling up NIACRO	12,769	12,769
Rank foundation-pioneers for good	—	3,312
	<u>220,704</u>	<u>274,748</u>
Other trading activities		
BLB Retail income	32,366	19,298
Outwork	227,053	181,180
Retail income - Hire	1,757	—
	<u>261,176</u>	<u>200,478</u>
Total income	<u>487,514</u>	<u>475,238</u>

The Turnaround Project

Company Limited by Guarantee

Notes to the Detailed Statement of Financial Activities

Year ended 31 March 2023

	2023 £	2022 £
Costs of other trading activities		
Big Loop purchases	11,145	6,278
Bike purchases - costs of sales	(12,378)	—
Outwork purchases	16,414	9,777
Bike accessories	—	11,551
	<u>15,181</u>	<u>27,606</u>
 Costs of other trading activities	 <u>15,181</u>	 <u>27,606</u>

The Turnaround Project

Company Limited by Guarantee

Notes to the Detailed Statement of Financial Activities *(continued)*

Year ended 31 March 2023

	2023 £	2022 £
Expenditure on charitable activities		
Charitable Activities		
<i>Activities undertaken directly</i>		
Gross wages & salaries	347,031	235,972
Employer's NIC	21,274	10,981
Pension costs	7,416	5,048
Trustee expenses	124	–
Premises expenses	2,942	–
Repairs & maintenance	4,209	1,837
Insurance	13,054	8,088
Other staff costs	5,256	430
Computer and Software	–	1,617
Equipment hire	5,663	857
Motor/Travel costs	28,035	14,035
Legal and professional fees	–	5,894
Telephone	4,308	1,239
Printing, postage & stationary	1,346	591
Depreciation	28,671	9,646
Memberships	329	178
Recruitment expenses	1,233	1,285
Charitable expenditure - Grants payable	–	107
Book keeping fees	10,057	10,215
Staff training	3,030	1,798
Advertising / Marketing	3,872	1,383
Sundry expenses	289	285
H&S and PPE Equipment	–	3,453
VAT adjustments	1,356	(6,065)
Light and heat	–	110
	<u>489,495</u>	<u>308,984</u>
Governance costs		
Independent examination fees	948	1,875
Consultancy fees	5,399	2,865
Bank interest / Charges	625	317
	<u>6,972</u>	<u>5,057</u>
Expenditure on charitable activities	<u>496,467</u>	<u>314,041</u>
Total expenditure	<u>511,648</u>	<u>341,647</u>
Net (expenditure)/income	<u>(24,134)</u>	<u>133,591</u>