

**COMPANY REGISTRATION NUMBER: NI647706**  
**CHARITY REGISTRATION NUMBER: NIC106841**

**The Turnaround Project**  
**Company Limited by Guarantee**  
**Financial Statements**  
**31 March 2025**

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

**The Turnaround Project**  
**Company Limited by Guarantee**  
**Financial Statements**  
**Year ended 31 March 2025**

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# The Turnaround Project

## Company Limited by Guarantee

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

#### Year ended 31 March 2025

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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 2025.

#### Reference and administrative details

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

#### The trustees

Judith Thompson	(Appointed 6 June 2025)
N McCartan	(Resigned 9 September 2024)
M Doherty	(Resigned 30 May 2024)
S Donnelly Clegg	(Resigned 14 March 2025)
A Hamilton	
R O'Brien	
M Topping	
N Casey	
E Donaghy	
G Fergus	
S Boyd	(Appointed 13 January 2025)
C Burns	(Appointed 13 January 2025)
S McAllister	(Appointed 6 June 2025)

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act 2006, have pleasure in submitting their annual report and the independently reviewed financial statements of the Charity for the Period ended 31 March 2025. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in 2005 in preparing their annual report and financial statements of the Charity.

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

<b>Company secretary</b>	R Good
<b>Auditor</b>	Finegan Gibson Ltd Chartered accountants & statutory auditor 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 2025

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#### Structure, governance and management

##### Structure, governance and management

##### *Vision and Mission of the Turnaround Project*

Our vision is of a **"community where everyone has hope and opportunity"**. Our mission is to work with society to enable people who have served sentences in prison or the community to turn around their futures.

##### *Structure and governance*

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

The Turnaround Project complied with its obligations under the Charities Act (Northern Ireland) 2008, The Companies Act 2006, and the Charity Commission Northern Ireland's guidelines and provisions.

The Turnaround Project is governed by a Memorandum and Articles of Association. The Trustees meet at least four times each year 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 of Trustees has adopted a planned and systematic approach to the identification, evaluation and mitigation of risk. The Corporate 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.

The Turnaround Project's 'Finance, Risk and Compliance Committee' holds responsibility for scrutiny of risks and the Risk Register, and reviews risks and risk levels 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. A risk management framework is in place to ensure that the principles of good risk management are integrated into all its activities.

The Finance, Risk and Compliance Committee, and in turn the full Board, receive (at minimum) quarterly financial management reports and accounts to ensure that Trustees are fully informed of the organisation's financial position and that any financial management issues are identified and considered.

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

##### *Directors and Trustees*

The Directors of the Turnaround Project are its Members and Trustees for the purpose of Charity Law and throughout this report are collectively known as "Trustees". No Trustee receives remuneration for their contribution to the Charity.

A Trustee must be admitted as a Member of the Charity upon appointment as a Trustee. Trustees are appointed in accordance with the Memorandum and Articles of Association, deemed co-opted throughout the year subject to Member approval for appointment, and are appointed by election of the Members of the Charity at the AGM. New Trustees receive an induction to the Charity upon appointment.

# **The Turnaround Project**

## **Company Limited by Guarantee**

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

#### **Year ended 31 March 2025**

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Throughout the year Trustees did not engage in the following activities as related to the Turnaround Project:

- Undertake any material transactions with the Turnaround Project
- Receive any loans
- Receive any remuneration for services as a Trustee, or for any other purpose
- Hold shares or receive any other financial benefit from the Turnaround Project (which is a Company Limited by Guarantee and therefore has no share capital).

The Trustees during the period were:

- Niall Casey (Chair)
- Eamonn Donaghy
- Graham Fergus
- Andrew Hamilton (Treasurer)
- Rachel O'Brien
- Margaret Topping
- Moirá Doherty (Resigned 10th May 2024)
- Steven Boyd (appointed 13th January 2025)
- Christopher Burns (appointed 13th January 2025)
- Sara Donnelly-Clegg (Vice-Chair, Resigned 14th March 2025)

#### ***Trustees' interests***

In line with the Conflicts of Interests Policy, Trustees were required to declare their interests in advance of any meeting or, if a perceived conflict of interest were to arise during a meeting, to declare that during the meeting. At the beginning of every Board meeting Trustees are also invited to agree to consider the Turnaround Project's charitable purposes and their duties as Trustees when making any decision during their meetings. During the period, no conflicts of interest were declared that could have affected a 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 2025

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#### Objectives and activities

Having considered the Charity Commission for Northern Ireland's guidance on public benefit and Turnaround's particular charitable purpose, our Trustees have ensured that the activities the Charity carries out are in line with such purposes and provide benefit for beneficiaries.

The Turnaround Project's activities spread across three work streams:

#### **1. Equipping People**

***Equipping people with the tools and skills they need to move forward in their lives, and achieve their goals, by building a community of trust and support, providing strengths-based coaching and other personal development opportunities.***

We 'walk alongside' each person, supporting them to set goals and navigate challenges to enable them to gain stability in the areas of their life that are important to them. This can range from supporting them to gain stability in housing, or to gain the personal paperwork they need to gain conventional employment.

Our personal development opportunities are identified through engagement with people who have been through the justice system, ensuring that those opportunities reflect actual needs and aspirations. In some cases, we provide the opportunities ourselves; in others, we partner with other providers. Wherever possible we bring those partners to our building, allowing people to access those services and opportunities in a familiar, trusted space.

#### **2. Enabling Employment**

***Meeting the most frequently self-identified need for those who have experience of the justice system, we work to enable people to secure and sustain employment within a supportive working environment, either within our own social enterprise or within conventional employment settings.***

Using our 'Outwork' social enterprise, we provide 12 months transitional employment to people who have served, or are serving, sentences in prison or the community. These part-time jobs (minimum two days per week) are offered on a 12-month contract, enabling people for whom a period of transitional employment, alongside coaching and supportive relationships, can make the difference in securing and sustaining a conventional job.

During a crucial period of transition in their lives, our transitional employment opportunities offer the benefits of routine, agency, and social interaction; they help to raise people's self-esteem, improve their mental health, and change how they are seen by themselves and others; and they provide them with the means to support themselves and contribute to others.

For those who have completed their period of transitional employment, or for others who are ready to move into conventional employment, we seek to identify supportive employers who are willing to give people opportunities. And we work with those employers to support them as they do so.

#### **3. Engaging and Advocating -**

***In order that people face fewer systemic barriers when leaving the justice system, we create opportunities to help society recognise the strengths and needs of people who have served***

# The Turnaround Project

## Company Limited by Guarantee

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

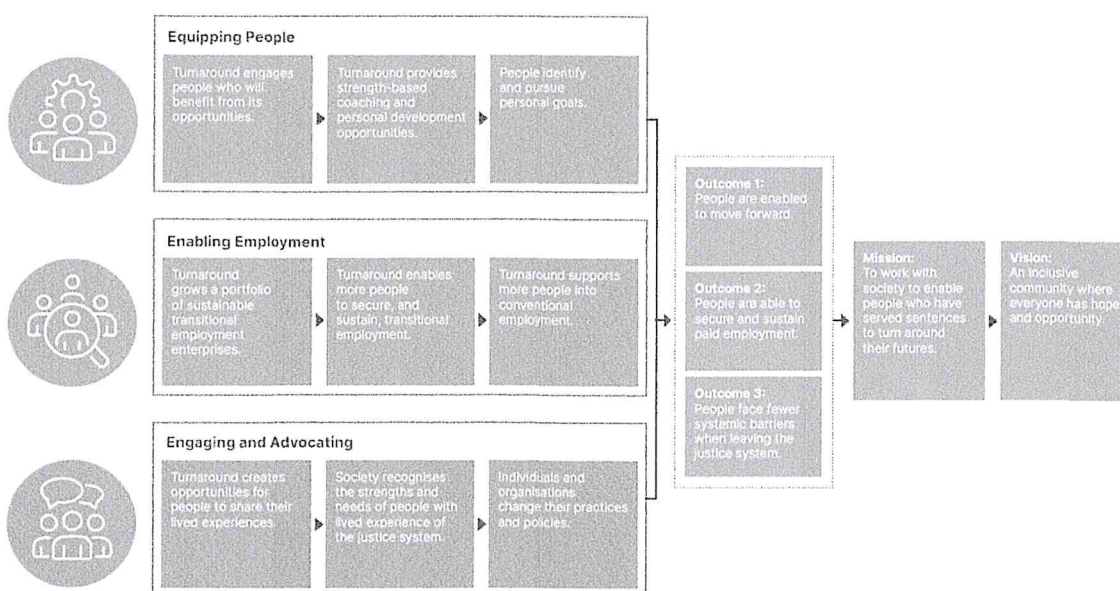
Year ended 31 March 2025

***sentences; and connect people with service-providers and policy makers to pave the way for change and enable opportunities for others.***

Too often, society turns its face away from the justice system, 'outsourcing' the issues around offending behaviour to prison and probation services and assuming that the passing of a sentence is the end of the story. But the story continues, and the passing of a sentence often deepens the rupture between the person who has been sentenced and society; and the deeper that rupture, the harder it becomes for that person to turn around their future. So, we engage with the wider community, encouraging people to turn their faces towards, rather than away from, the justice system and the people sentenced to serve time within it.

As well as including the experience and views of people with lived experience in shaping strategy and operations within our organisation, we also elevate the experiences of those people with lived experience through events, through our 'Lived Experience' podcast series, and by engaging with public, private, third sector organisations and academic institutions.

#### ***Our theory of change***





# The Turnaround Project

## Company Limited by Guarantee

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

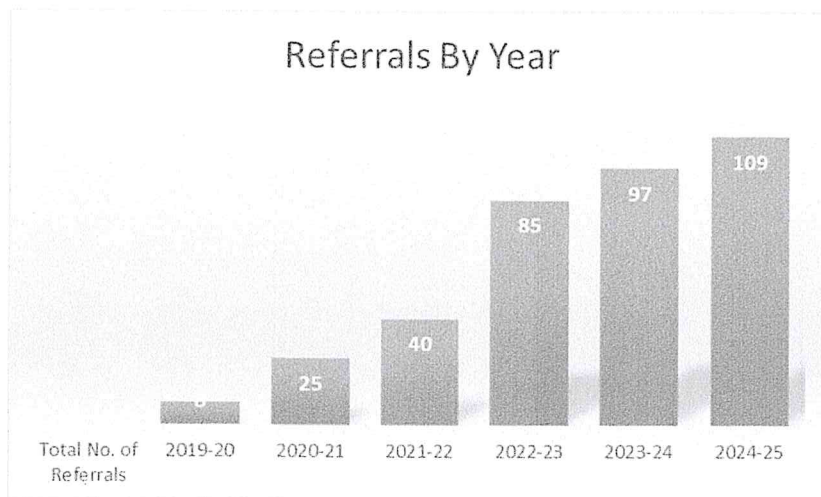
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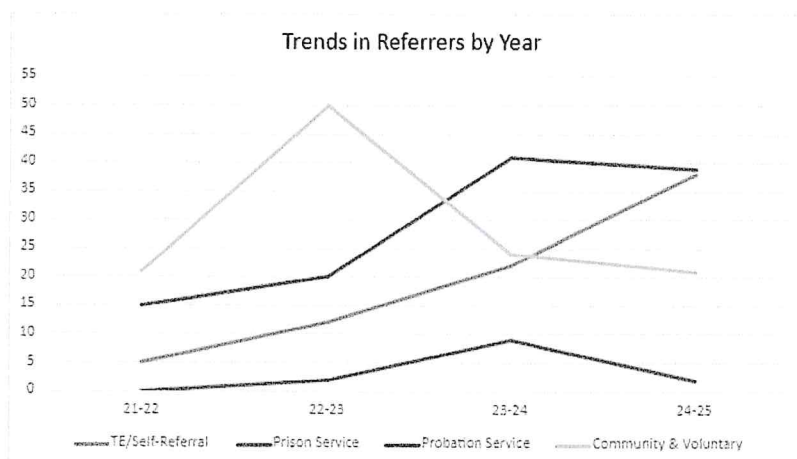
#### Achievements and performance

##### ***Equipping people***

The number of referrals to the Turnaround Project continued to grow this year, with 109 people referred either by themselves or by other organisations.



Among these referrals we continue to see the number of self-referrals increase, indicating increasing awareness of Turnaround among people who the organisation exists to enable.



Our approach to providing coaching support to our transitional employees continued to evolve this year, with an increasingly bespoke approach that sought to respond to the varying strengths and needs of each person who took up this opportunity. Support and signposting to partner organisations was provided to help people address issues including mental health, housing, benefits, addictions and relationships.

Working in partnership with Dublin-based 'PACE', Galway-based 'Spéire Nua', and 'Equal Ireland', we developed an all-Ireland 'Lived Experience Leadership' pathway - a training program designed to support individuals to gain leadership skills and roles in workplaces and community organisations across the island of Ireland. Funded by the Irish Probation Service and developed by a group of 10



# The Turnaround Project

## Company Limited by Guarantee

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

#### Year ended 31 March 2025

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people with lived experience, this innovative programme will be delivered in the next year.

We also continued to run a weekly breakfast club, providing a warm meal for our transitional employees and an opportunity to socialise and share thoughts and opinions in the mornings before work. During the year we began to develop a close working relationship with Los Angeles-based Homeboy Industries, whose values and model of 'radical kinship' align closely with Turnaround's.

While Homeboy offers many services to people who have served prison sentences, the most striking aspect of its approach is the culture of mutual support that exists among those who benefit from being part of its community.

Reflecting this approach, towards the end of the year a significant development was the number of people with lived experience who began to engage in an exploration of how Turnaround might develop a stronger culture of mutual support and create other personal development opportunities shaped by their experiences. A group of people volunteered to help us establish a 'community hub' at our offices, providing a space in which people can access advice, develop mutual support, and help us explore other ideas.

#### ***Enabling Employment***

In 2024-25 our grounds maintenance enterprise, Outwork, completed over 4000 jobs across multiple sites in Northern Ireland. Outwork operated as a sub-contractor for larger grounds and property maintenance companies, and as a direct contractor for a broad and growing range of clients including housing associations, private companies, other social enterprises and private property management companies.

During the year we operated four vans, with at least three vans deployed for five days per week, for 45 weeks of the year (the full year, excluding holidays). This allowed us to employ 38 (transitional employees over the course of the year, each working between 14 and 35 hours per week (we offer a minimum of 14 hours per week, but this can be flexed depending on individual need).

Our three full-time Crew Supervisors led our crews on the ground, supported by a part-time supervisor and three Supervisor's Assistants. Among this core team, two-thirds have lived experience of serving sentences within the justice system.

Having run a second social enterprise, Big Loop Bikes, for several years, we decided to stop operating it as a retail enterprise in July 2024. A combination of income levels and the low number of transitional employment opportunities that Big Loop could offer led us to conclude that the enterprise did not justify the investment of financial and human resources that it demanded. We continue to explore options for Big Loop to continue as a volunteering opportunity.

Between the two enterprises, in 2024-25 we facilitated a total of 10,232 hours of transitional employment hours, representing an 8% increase on our previous figure for 2023-24 of 9,488 hours. Cumulatively, over the past six years (including pandemic years) Turnaround has provided over 30,000 hours of employment for people who have served sentences and who experience significant barriers to employment.

The average length of employment of a transitional employment in 2023-24 was 9 months. This represented an increase from the start of the year (and prior years), where the average was less than 5 months. It also represents success in the sense that existing transitional employees experience connection with Turnaround, are staying longer and maintaining greater stability.

As well as providing transitional employment, our Employment Navigator engages with other employers to seek opportunities for people to secure and sustain employment within the conventional

# **The Turnaround Project**

## **Company Limited by Guarantee**

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

#### **Year ended 31 March 2025**

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job market. This may be for people whom we have employed through our transitional employment model and are ready to move on; or because we believe an individual is ready to enter the conventional workplace. Throughout the year we engaged with employers in various sectors including hospitality, construction, retail and grounds maintenance.

Building on our first employers' event last year, this year we held a second employer engagement event during a visit that Turnaround hosted for Father Greg Boyle and colleagues from Homeboy Industries. Hosted by Ulster Bank and well attended by local employers, the event also heard from the Chief Executive of the Probation Board and the Department of Justice's Director of Rehabilitation.

In another employer partnership, technology company 'Version 1' delivered an Employability Skills programme to our staff, providing advice on CV-writing, use of the internet to search for jobs, etc, and generously awarded £100 bursaries to those who completed the programme. Version 1's partnership with Turnaround was shortlisted for the Social Enterprise Northern Ireland Awards.

And a community partnership with Glenarm Village Committee provided an opportunity to two of our transitional employees to secure a qualification in treating invasive species, strengthening their employability within the grounds maintenance sector.

# The Turnaround Project

## Company Limited by Guarantee

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

#### Year ended 31 March 2025

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##### **Achievements and performance** *(continued)*

##### ***Engaging and Advocating***

A highlight of our engagement and advocacy work this year was a five-day visit to Belfast in May 2024 by Father Greg Boyle, founder of LA-based Homeboy Industries, the largest gang rehabilitation and re-entry program in the world. Accompanied by two colleagues, the visit included engagements with our own staff and transitional staff, policymakers, statutory service providers including NI Prison Service and Probation Board, employers, academics and journalists. A large public event hosted by Ulster University significantly raised Turnaround's profile and engaged the Ministers of Justice and Economy, as well as the US Consul General and senior leaders within UU. Policymakers and service-providers from a wide range of government departments and public bodies participated in a five-hour workshop focusing on the use of transitional employment as a model to support people leaving the justice system.

For the second year in a row, in October 2024 we held a 'Great Legal Challenge' event with guests from NI legal firms and law students from Queen's University and Ulster University, with the combined aims of raising funds for Turnaround, and raising awareness of our mission and the issues that we seek to address.

Our 'Lived Experience Series' podcast continued to expand its global reach, influence, and impact this year. Across 2024 it averaged 2,719 listeners per episode, with streams spanning 27 countries. Proudly maintaining a 5-star rating on Spotify, it has featured powerful conversations with voices ranging from formerly incarcerated individuals to senior leaders and criminologists within the global justice system.

Our digital presence also saw significant growth, with content across X (formerly Twitter) and Instagram generating over 83,000 views in the past year-amplifying the stories that challenge stigma and drive systems change.

In November, we held the first of what we hope will be a series of 'Turnaround Talks', effectively a live version of our Lived Experience Podcast series. Organised in partnership with Ulster University, the main speaker at the event was broadcaster and writer Raphael Rowe. As well as that event, Raphael Rowe discussed the challenges of imprisonment and release with our core staff team, with Probation Board staff, with UU postgraduate students engaged in a project at Magilligan Prison, and with senior UU and NIPS staff

Between the events that we organised ourselves and events organised by others at which our staff spoke, over 970 people heard more about the barriers that people encounter on their journeys out of the justice system.

# The Turnaround Project

## Company Limited by Guarantee

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

#### Year ended 31 March 2025

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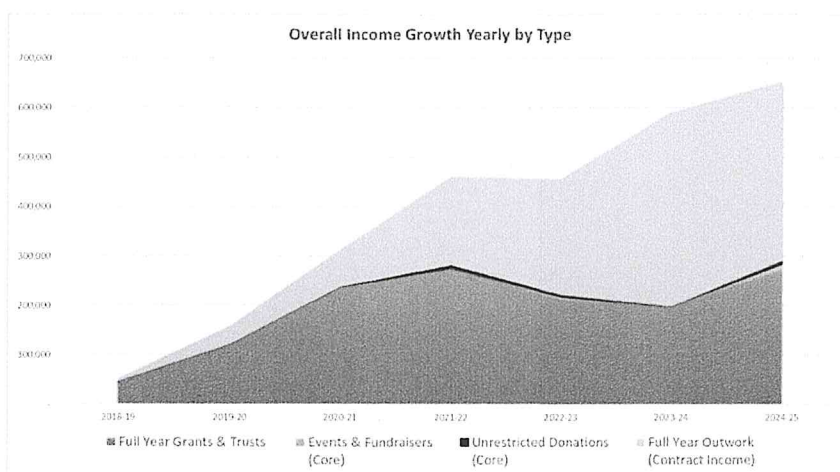
##### Financial review

Turnaround's turnover for the year ending 31st March 2025 amounted to £678,063 (an increase of 2% over the previous year) against expenditure and operating costs of £611,449 producing a surplus of £66,614. Some 61% of our income (£378,466) was generated from contracts delivered by our social enterprise, Outwork, and retail sale and Fundraising.

These results reflect our business objective for 2024-2025 of consolidating the performance of Outwork, following a period of substantial growth last year, ensuring we continue to meet our clients' expectations in terms of cost and service quality, in what were at times difficult trading conditions.

They also reflect our continuing reliance on grant income to cover the costs of our other charitable activities. These include coaching and equipping people who have lived experience of the justice system to enable them to overcome barriers and achieve their goals, and our engagement and advocacy work designed to help communities recognise and utilise the strengths of people who have been through the justice system. We received grant income amounting to £272,468 in the course of the year, of which some £200,000 related to these activities. Some £156,000 of these funds have been carried forward in our reserves to continue this work next year.

The Board of Trustees' Reserves Policy includes an aspiration to build unrestricted reserves to cover at least six months of operating expenses to ensure the organisation can manage financial risks and to provide working capital. For the year ended 31 March 2025 this would be £305,725. The policy also states that The Turnaround Project will at all times hold an absolute minimum unrestricted reserve to cover potential redundancy and costs of winding up, should the Charity find that it is no longer viable to operate. As at March 2025, this absolute minimum reserve was set at £50,000. Unrestricted reserves freely available to spend, therefore excluding fixed assets, restricted reserves and designated reserves amounted to £101,718. The trustees believe this represents a sufficient level of reserve to ensure that the going concern assumption is appropriate.



##### 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.

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# **The Turnaround Project**

## **Company Limited by Guarantee**

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

#### **Year ended 31 March 2025**

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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.

#### **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 26 September 2025 and signed on behalf of the board of trustees by:



A Hamilton  
Trustee