

**REGISTERED COMPANY NUMBER: 02744192 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1014270**

**Report of the Trustees and**  
**Financial Statements for the Year Ended 31 March 2023**  
**for**  
**Springboard Project**  
**(A Company Limited by Guarantee)**

Warren House Accountants Limited  
4 The Courtyard  
Holmsted Farm  
Staplefield Road  
Haywards Heath  
RH17 5JF

## Springboard Project

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**Springboard Project**  
**Chairman and CEO Reports**  
**for the Year Ended 31 March 2023**

**Chair's Report**

Over the past year the UK has faced significant political and social turmoil, with the cost-of-living crisis increasing stress on families already emerging from the pandemic. As an organisation, we must understand the impact these events have on the lives of children and young people. Despite the external environment, Springboard continues to flex and adapt with great speed, having recorded a total of 15,438 children, young people and parent/carer visits. This is broken down into 1,983 attendees at our services for children and young people with additional needs, 13,197 stay and play visits and 258 people attending family events.

As we mark 30 years of Springboard providing inclusive activities, we were successful in the recommissioning by West Sussex County Council to continue delivering Short Breaks in Horsham and Crawley. In addition, Springboard's service offer continues to develop with the introduction of Stepping Stones, a new programme funded by the National Lottery Community Fund. Looking forwards we have committed to pay our staff the real living wage, as the unwavering dedication of our colleagues, volunteers and partners is essential.

On behalf of the board, I extend our heartfelt appreciation for the hard work and commitment of all our staff and volunteers and to our supporters, partners and donors without whom we could not continue with our vital work.

**Jill Carnie**  
Chair of Trustees

**CEO's Report**

It is an honour and a privilege to be appointed to serve as the Chief Executive of this fantastic charity, especially at such a critical time for children, young people and families living with special educational needs and disabilities. Becoming part of the Springboard team has reminded me of the wider socio-economic value of the charity sector beyond delivering services, providing a voice as an advocate, as employers and an integral part of a community.

The families we support continue to struggle disproportionately with the effects of the pandemic on their learning, wellbeing, and mental health. As we publish this Annual report, I am acutely aware of the struggles with the cost-of-living crisis, and it is clear that our services are as necessary today as they were 30 years ago, when Springboard was set up. We continue to live in immensely challenging and uncertain times, and I want to ensure we do everything we can to help children and young people to hold on to hope, and to work towards the positive future we know they deserve.

We have an immense task ahead, but I am confident that our talented and committed colleagues and volunteers will continue to rise to the challenge. One of my key priorities for 2023-2024 is to make sure we're supporting our staff and are providing an even more effective, ambitious, inclusive charity where everyone feels heard, respected, and able to thrive. I'm deeply grateful for the continued support of my leadership team, our Chair and Board of Trustees, who have all gone above and beyond in recent times. Finally, I want to thank our supporters, partners and donors for sharing our values and commitment to working together so more disabled children, young people and their families are able to reach their full potential.

**Beth Coley**  
Chief Executive

## Springboard Project

### Treasurer's Report for the Year Ended 31 March 2023

The following section provides a comprehensive and transparent summary of key financial movements, detailing Springboard Project's financial management strategies throughout the preceding year.

Income	2023	2022	Annual movement
	£	£	£
Donations	65,613	38,872	26,741
Contracts/Grants	244,988	232,789	12,199
Memberships/Activities	61,000	75,266	(14,266)
Other Income	17,107	8,204	8,927
Gain on sale of tangible fixed assets	11,773	-	11,773
Total	400,481	355,131	45,350

Total income for the year was £400,481, an increase of £45,350 (12.8%) from 2022. This year the income from donations, contracts/grants and other income, such as room hire, has increased by £59,616 compared to 2022, whereas income from membership/activities reduced by £14,266.

Contracts and grants continue to be the largest income category, at £244,988 making up 61% of the annual income, an increase of £12,199 from the previous year. Whilst the critical, one off, short-term funding in response to the pandemic has subsided, Springboard launched a new 3-year funded programme mid-year, called Stepping Stones.

At £65,613, the increase in donations of £26,741 from the previous year, which equates to 16% of the total annual income, recognises the investment in the fundraising capacity of the organisation.

However, the £61,000 of income generated from membership/activities, was £14,266 less than the previous year. This can be equated to session cancellations from both customer illness and staff shortages, compounded by a reduction in monthly memberships for stay and play sessions, with customers opting to 'pay as you go', rather than opt for unlimited usage.

Developing the diversity of Springboard's income streams continues to be a focus for the organisation to reduce contract/grant dependence and protection from market fluctuations. Springboard's healthy position, with regard to reserves and cash balances, should help the organisation to not only meet the evolving charity sector income challenges in the short term, but be used to support children, young people and families living with a disability facing challenges due to the current cost of living.

Expenditure	2023	2022	Annual movement
	£	£	£
Raising donations and legacies	2,317	23,006	(20,689)
Charitable activities	341,742	294,337	47,405
Support and governance costs	9,227	14,300	(4,855)
Total	353,286	331,643	21,634

Total expenditure for the year was £353,286, an increase of £21,634 (6.4%) from 2022. This was attributed across all categories of expenditure.

Notably, it was necessary to replace the swing at Springboard House. The Trustees recognised the importance of this piece of equipment for our customers, in providing calming vestibular stimulation.

In addition, this year saw an increase in professional fees from a pay and rewards review. The trustees recognise the significance of staff and volunteers in driving the mission of the charity. Therefore, time was spent to understand how best to demonstrate their value and invest in their development. Identifying, aside from salary, what other benefits would be valued. This piece of work resulted in, among other things, the introduction of a cash plan and moving to become a real living wage employer in April 2023. Whilst the additional costs are recognised, these are steps to enable better recruitment and retention of the workforce, bearing in mind the rising costs of the training needed to equip them with the skills and knowledge to carry out their roles.

## **Springboard Project**

### **Treasurer's Report for the Year Ended 31 March 2023**

The organisation ended the 2023 financial year with a cash balance of £348,337 (£334,192 in 2022). Whilst 2023 has been another year of challenges, financially and otherwise, through effective financial controls, particular around the variable costs associated with activities, combined with positive income generation for the year, Springboard recorded a surplus of £47,195 (£23,488 for 2022).

Whilst Springboard has been able to maintain a healthy cash balance, it should be noted much of the 2024 funding remains in the balance and funds may need to be made available if income is not secured. It remains crucial, as we enter 2024, Springboard continues to manage finances with the same degree of prudence as we navigate through these unprecedented times. The effect of rising costs, particularly with energy, form essential parts of Springboard's expenditure. These are costs which cannot be controlled. Inflation forms another risk for the charity and whilst Springboard can mitigate some costs to a small degree through effective programming and resource allocation, it is imperative to ensure a strong financial basis to deal with ongoing challenges through strong financial control, a proactive and successful approach to income raising and healthy reserves.

Therefore, funds over the next 12 months remain vital to ensure service continuity is maintained. The organisation will need to continue to source funding from varied and diverse revenue streams and reduce financial risk operationally, particularly with observed rising demand and rising costs across the board.

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

## Springboard Project

### Report of the Trustees for the Year Ended 31 March 2023

#### Objectives and Activities

##### Family Fun sessions

Springboard enjoys bringing the family together to celebrate key holidays or the end of the summer holidays and we do this by hosting family fun sessions. With a variety of sensory activities, these sessions bring families together around a variety of fun, sensory and inclusive activities.

##### Short Breaks: Ages 6-12/12-18

Crawley, Horsham, Sutton and Worthing

Our Short Breaks services in Horsham, Crawley and Worthing give disabled children aged 6-12 the opportunity to try new experiences, learn new skills, develop their confidence, make friends and have fun. As the young people get older and move into the 12-18 group, we help them build independence and life skills such as budgeting, travel, talking to others and meeting new people. The short breaks also give parents and carers the chance to have a break from their caring responsibilities.

The groups are available to all families with a disabled child as well as those with a suspected or undiagnosed disability, awaiting a diagnosis or those who are not in receipt of DLA or PIP. Sessions run all year round including after school, evenings and weekends as well as during the school holidays.

##### Transition Service: 18-25

Across West Sussex and Sutton

Our transition service provides a welcoming environment and opportunity for members of Springboard who have transitioned into adult social services but still want to sustain the friendships they have built and engage in social and recreational activities comparable to other people their age.

The service focuses on building independence and resilience through activities that promote budgeting, independent travel and social inclusion.

##### Stay and Play

Horsham

Our centre in Horsham is an inclusive play centre designed for families with children aged 0-10. All families are welcome whether or not their child has a disability. There are a range of play spaces to explore and enjoy, including soft play, sensory room, role play/dressing up, books, arts and crafts, spacious garden with inclusive, adapted play equipment, kitchen and accessible changing facilities. The centre enables parents to talk and learn from one another as well as encourage children to play with others. The centre aims to provide families with an inclusive, understanding and supportive environment, also providing information, guidance and signposting to other organisations. For example, Horsham Library and TechyTots have delivered free sessions in the centre for families.

##### Stepping Stones

Horsham and Worthing

Springboard was successful in applying for a total of £313,418 to fund a new programme called Stepping Stones, starting in Sep 2022 and running for 3 years. The programme for disabled children, young people and their families supports health and wellbeing, social isolation, challenges with transitioning and low aspirations. By targeting these areas, we will support the development of independence and life skills, nurture learning, support friendships and enhance physical and emotional wellbeing.

Stepping Stones involves four pathways, which are:

- **Community Pathway** - A variety of social clubs to help build friendships and reduce social isolation, with a focus on having fun, building independence and confidence
- **Transition Pathway**- A bespoke 1:1 support pathway focusing on transitions within education, social settings, health and care arrangements, as well as family life
- **Lifelong Learning Pathway** - Workshops enabling valuable life skills by practicing in real life situations and environments, such as a home setup (kitchen, living room and bedroom) as well as travel, such as how to get a bus from one location to another
- **Volunteering and Employability Pathway** - Vocational training and learning to gain vital experience whilst being supported holistically to develop identity, skills, CV's and knowledge in assisting becoming work ready.

## **Springboard Project**

### **Report of the Trustees for the Year Ended 31 March 2023**

#### **Care Packages**

We are continually looking at ways to support our customers further. In response to the cost-of-living crisis, we introduced a pay it forward corner providing toiletries, toys and books free to any customers and introduced winter care packages in December 2022.

#### **Public Benefit Reporting**

The trustees confirm that they have complied with the duty in section 17 (5) of the Charities Act 2011 to have regard to the Charities Commission general guidance on public health, 'Charities and Public Benefit'. The trustees have taken due regard of the Charity Commission's guidance on public benefit while setting the objectives and reviewing the activities of the charity, as detailed above.



## Springboard Project

### Report of the Trustees for the Year Ended 31 March 2023

#### STRATEGIC REPORT

##### Achievement and performance

##### Springboard's Vision

A world of equality where all disabled children, young people and their families are able to reach their full potential.

##### Springboard's Mission

- Facilitate and offer advice and support to disabled children, young people and their families.
- Create environments and deliver services that develop identity and build self-esteem.
- Advocate and raise awareness on disability and the barriers associated.
- Enhance the physical and emotional wellbeing of disabled children, young people and their families.

##### Springboard's Values

Springboard has five core values which underpin and guide the way we work in all that we do.

We are:

**Passionate:** We believe by supporting individuals we are able to create independence and enable people to reach their potential.

**Fun:** We believe that you are able to achieve greater outcomes when people feel good about and enjoy themselves.

**Caring:** We believe in listening, supporting and responding to each person's individual needs and circumstances.

**Inclusive:** We believe that everyone regardless of their disability, need and background should be able to access high quality services and facilities.

**Adaptable:** We believe personalised, flexible services and approaches help develop choice, voice and opportunity.

##### Achievement and Performance

Moving on from the turbulence and uncertainty that stemmed from the covid-19 pandemic, it has been a year of consolidation. Continuing to pursue our mission, the organisation has sought to operate in a more effective and coherent manner, rebuilding a stable foundation from which to further develop.

Springboard's services address many of the challenges children, young people, and their families with a disability face. This includes supporting them to be part of their community by providing a range of engaging activities, sessions and programmes that are equal to that of their non-disabled peers.

This year Springboard recorded 15,438 children, young people and parent/carer visits. That includes:

- 1,983 attendees at our services for children and young people with additional needs
- 13,197 stay and play visits
- 258 people attended family events

In addition to existing services, we have celebrated our 30th anniversary, launched a new programme, Stepping Stones and provided care packages in response to the cost-of-living crisis. The following section considers Springboard's performance and highlights how we have furthered the organisation's mission.

##### Family Fun sessions

This year our summer family fun day provided the perfect setting to celebrate our 30th birthday at the Drill Hall in Horsham. We enjoyed a disco provided by a local SEND DJ group, drumming workshop, arts and crafts, sensory/quiet area and information stands from local providers. The event was extremely well received and therefore we decided to offer a family Christmas party to all customers. We understand the challenge for families to take part in festivities and sought to put on a fully inclusive Christmas party. We were overjoyed with the turnout and support from our local community. The Santa's grotto was awash with presents donated from local families and customers from the Works, who had chosen us as their Christmas charity. QM studios DJ'd throughout the event and led a host of party games. Ceres Power provided very helpful and friendly elves to keep things running smoothly. The Springboard team were on hand to assist with arts and crafts activities, having just been on a Christmas themed Makaton course.

##### Short Breaks

Transitioning out of covid public health and social measures saw us move away from using face masks, which allows much better facial cues for our customers. Local case rates and staffing continue to be stringently monitored to recognise when mitigation measures need to be escalated, which has now become part of daily operating.



## **Springboard Project**

### **Report of the Trustees for the Year Ended 31 March 2023**

Following the reduction in volunteering and new starters during the pandemic, a recruitment drive allowed us to replenish staffing numbers to ensure consistency of services. We also invested in new communication aids, to further enhance our services, especially for those feeling anxious being in social situations following such a long period of isolation.

The West Sussex County Council Short Breaks contract was retendered with the new services having more emphasis on holidays and weekend sessions, where families felt they needed the provision most. The new service starts in April 2023 and Springboard was successful in being awarded funding in Horsham and Crawley for short breaks and 18+ transition sessions in Horsham. We also look forward to working closely with other providers who will be delivering in those areas. They are Horsham Town Council, YMCA, Aspens and Head to Head, as well as the other providers working across West Sussex.

Numbers for our Sutton services continue to reduce with few new referrals. The longstanding members have grown with the service, moving the group from a 12-18 short breaks group into an 18+ transition group, The board will consider the long-term sustainability of the service in the next financial year.

#### **Stay and Play**

Our inclusive centre continues to welcome local families, with well attended sessions. We've introduced refreshments for sale, which have proven popular. This year we consistently offered themed displays, treasure hunts and craft activities linking with our Osborne books partnership. We've introduced a new reading area, inclusive fancy dress costumes and Barbie's with a range of disabilities. A highlight for many children was the snow machine during the December afternoon sessions and letters to Santa.

#### **Research and Development**

We are continually looking at ways to support our customers further. In response to the cost-of-living crisis, we introduced a pay it forward corner providing toiletries, toys and books free to any customer.

We were amazed by the feedback received from this seemingly simple initiative. Therefore, building on this we sought funds to provide care packages at Christmas time to families in need. Marks and Spencer Neighbourly Fund awarded us £1,000 and provided much needed funds and contents for the packages which were delivered by members of the team just before Christmas. A total of 25 packages were provided, containing a selection of cleaning products, toiletries, blankets, hot water bottles, cold weather clothing, toys and age specific gifts for the children. We are planning to develop this offer for the following year and seeking further funds and donations to support more families in need.

Recognising the importance of staff and volunteers and the difficulties to recruit in the sector, a review of the organisational structure and, pay and benefits benchmarking was commissioned. The report led to a more flexible and adaptable approach, fitting to a small organisation better able to support the operating model. In addition, the organisation will proudly move to become a Living Wage employer in April 2023.

#### **Financial review**

##### **Reserves**

##### **Financial review Reserves**

The organisation ended the 2023 financial year with a cash balance of £348,338 (an increase of £14,146 on 2022). The increase in the cash balance does not equate with the in-year surplus of £47,006 due to an increase in debtors at accounting period close.

This increase is primarily due to an increase in donations and builds upon the organisations strong foundations to continue to provide future committed services. The organisation will however need to continue to source funding from varied revenue streams and reduce exposure to risk, particularly as we are now starting to see both rising demand as well as rising costs.

## Springboard Project

### Report of the Trustees for the Year Ended 31 March 2023

#### STRATEGIC REPORT

##### Financial review

##### Reserves policy

##### Financial review Reserves policy

There are several income streams including, contracts, grants, donations and revenue from venue hire such as birthday parties. Although they are not new approaches for the organisation, funding is not guaranteed beyond the medium term and are therefore considered a risk by the Board of Trustees. Therefore, sufficient reserves mitigate against potential fluctuations to ensure Springboard's charitable objectives can be maintained should the charity be required to close. During this time, Springboard wish to ensure the obligation to disabled children, young people and their families, as well as the wider community, is met if existing sources of income are not secured.

To ensure the risk of Springboard's closure is managed and mitigated, should income reduce or not be secured, the trustee board has agreed to maintain unrestricted financial reserves for a period of six months operating costs, as well as funds available in the event of redundancy. Therefore, calculated reserves stand at £215,025. This duration is due to the ever complex and shifting landscape we work within. The objective is to prudently safeguard the organisation going forward, bearing in mind the existing public health measures, competition for funding and rising costs.

The trustee board also recognises Springboard's services can be capital intensive, with many charitable activities requiring the use of venues and in particular Springboard's Horsham premises. This building is over 100 years old and was not purpose built. Repairs and general maintenance results in an increase of operating costs each year. A surveyor's report also highlighted a number of major works that will need completing over the next 5 years. Therefore, a further the designated funds for building repair and emergency is £18,900.

The total reserves required is £233,925.

The reserves will and can only be built up from the unrestricted income. The level of reserves will be calculated and monitored every 3 months by the treasurer, with financial assistance if required, and will be presented and discussed by the Trustee Board quarterly as part of the agenda at meetings.

This policy will be reviewed yearly (review date within the policy) and when there are significant changes.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

The organisation is a charitable company limited by guarantee, incorporated on 1 September 1992, and registered as a charity on the same date. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

##### Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Trustees. Under the requirements of the Memorandum and Articles of Association the members of the Board of Trustees are elected to serve for a period of three years after which they must be re-elected. All trustees gave their time voluntarily and received no benefits from the charity. Trustees meet every two months to review strategy and set implementation plans and budgets. Sub-groups may be called prior to meetings if needed and make recommendations to the Trustee Board. The trustees hold an Annual General Meeting to which membership, their families, and professionals are invited.

##### Organisational structure

Our trustees come from a variety of professional and personal backgrounds relevant to the work of our charity. The Trustees delegate the day-to-day responsibilities for the provision of all operational activities, finances, and fundraising to the CEO. The CEO in turn is responsible for ensuring that the charity delivers its front-line services and ensures that our aims, objectives, and outcomes are met as key performance indicators. Operational managers and coordinators have responsibility for the day-to-day operational management of their localities, engagement with their local communities, individual supervision of their staff team. Ensuring staff and volunteers develop their skills and working practices to provide the best possible experiences and opportunities for all customers.

## Springboard Project

### Report of the Trustees for the Year Ended 31 March 2023

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Induction and training of new trustees**

Induction and training of new trustees

New trustees are recruited based on the skills and expertise needed by the Charity. All trustees are given training on governance and the responsibilities of being a trustee.

An induction pack is given to all new trustees which includes:

- Obligations as a trustee and company director
- Attendance and participation in Board Meetings
- The Constitution Trustee Code of Conduct
- Trustee Guidelines
- The Business Plan
- The latest accounts of the Charity
- Charity Commission publication - 'The Essential Trustee: What you need to know'.

In addition, trustees are encouraged to update their knowledge with newsletters from Charity Commission and to attend courses designed to keep them abreast of their duties and responsibilities.

##### **Risk management**

The Board of Trustees is responsible for the management of the risks faced by the Charity.

A risk register is in place and has been ratified by the Board. All areas of potential risk are fully discussed at trustee meetings, with systems and procedures established to manage those risks.

Systems, controls, and procedures include strategic planning, budgeting, governance structure and lines of reporting, formal written policies (regularly reviewed and added to), authorisation and approval levels. Formal agendas and minutes are taken to accompany supporting documents for trustees' meetings.

##### **Pay policy**

The salaries of the CEO, and any post where there may be a conflict of interest are set by the Chair and Treasurer with input from others as needed.

Independent review of salaries and local salary levels are sought where appropriate.

The pay of all staff is reviewed annually and any pay increase or up rise in increment is made where the organisation is able to afford to.

A transparent salary banding document dictates which band staff are in, and the increments that can be attained. Staff may be paid additional increments or bonuses for particular skills, qualifications, changes in legislation or service achievement with agreement from the Chair and Treasurer.

##### **Employees and Volunteers**

An enthusiastic staff team and fantastic volunteers underpin the charity. At the end of March 2023, the charity employed 3 full time staff, and seven part time staff. The charity also employs 20 sessional staff who assist with the peaks and demands of charitable activities and service delivery.

As of March 2023, there were 25 regular volunteers, who form a vital and much valued part of the charity, helping to ensure the effective delivery of services.

The charity has a safer recruitment policy and procedure in place for recruitment and selection for all staff and volunteers.

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Company number**

02744192 (England and Wales)

##### **Registered Charity number**

1014270

**Springboard Project**

**Report of the Trustees  
for the Year Ended 31 March 2023**

**Registered office**

Springboard House  
52 Hurst Road  
Horsham  
West Sussex  
RH12 2EP

**Trustees**

A Vallon  
G Cockwill  
E Vijaykumar (resigned 17.8.22)  
R J Church  
D Lethbridge  
J Carnie

**Independent Examiner**

P R Collins FCA ICAEW  
Warren House Accountants Limited  
4 The Courtyard  
Holmsted Farm  
Staplefield Road  
Haywards Heath  
RH17 5JF

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 17 December 2023 and signed on the board's behalf by:

  
J Carnie - Trustee



## **Independent Examiner's Report to the Trustees of Springboard Project**

### **Independent examiner's report to the trustees of Springboard Project ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

#### **Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

#### **Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



P R Collins FCA ICAEW  
The Institute of Chartered Accountants in England and Wales

Warren House Accountants Limited  
4 The Courtyard  
Holmsted Farm  
Staplefield Road  
Haywards Heath  
RH17 5JF

19 December 2023

## Springboard Project

### Statement of Financial Activities (Incorporating an Income and Expenditure Account) for the Year Ended 31 March 2023

	Notes	Unrestricted fund £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	198,448	112,153	310,601	271,661
<b>Charitable activities</b>					
Expenditure on charitable activities	5	57,549	3,451	61,000	75,266
Other trading activities	3	15,800	-	15,800	8,178
Investment income	4	1,307	-	1,307	26
Other income		11,773	-	11,773	-
<b>Total</b>		<u>284,877</u>	<u>115,604</u>	<u>400,481</u>	<u>355,131</u>
<b>EXPENDITURE ON</b>					
Raising funds	6	2,288	29	2,317	23,006
<b>Charitable activities</b>					
Expenditure on charitable activities	7	279,127	71,842	350,969	308,637
<b>Total</b>		<u>281,415</u>	<u>71,871</u>	<u>353,286</u>	<u>331,643</u>
<b>NET INCOME</b>		3,462	43,733	47,195	23,488
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		437,671	69,984	507,655	484,167
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>441,133</u></u>	<u><u>113,717</u></u>	<u><u>554,850</u></u>	<u><u>507,655</u></u>

The notes form part of these financial statements



## Springboard Project

### Statement of Financial Position 31 March 2023

	Notes	Unrestricted fund £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	13	157,927	13,759	171,686	175,927
<b>CURRENT ASSETS</b>					
Debtors	14	36,536	4,800	41,336	4,045
Cash at bank		253,179	95,158	348,337	334,192
		<u>289,715</u>	<u>99,958</u>	<u>389,673</u>	<u>338,237</u>
<b>CREDITORS</b>					
Amounts falling due within one year	15	(6,509)	-	(6,509)	(6,509)
		<u>283,206</u>	<u>99,958</u>	<u>383,164</u>	<u>331,728</u>
<b>NET CURRENT ASSETS</b>					
		<u>441,133</u>	<u>113,717</u>	<u>554,850</u>	<u>507,655</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<u>441,133</u>	<u>113,717</u>	<u>554,850</u>	<u>507,655</u>
<b>NET ASSETS</b>					
		<u>441,133</u>	<u>113,717</u>	<u>554,850</u>	<u>507,655</u>
<b>FUNDS</b>					
	17			441,133	437,671
Unrestricted funds				113,717	69,984
Restricted funds				<u>554,850</u>	<u>507,655</u>
<b>TOTAL FUNDS</b>					
				<u>554,850</u>	<u>507,655</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 17 December 2023 and were signed on its behalf by:

  
 Julianie - Trustee

The notes form part of these financial statements

## Springboard Project

### Statement of Cash Flows for the Year Ended 31 March 2023

	Notes	31.3.23 £	31.3.22 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	13,023	46,560
Net cash provided by operating activities		<u>13,023</u>	<u>46,560</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(11,958)	(620)
Sale of tangible fixed assets		11,773	-
Interest received		1,307	26
Net cash provided by/(used in) investing activities		<u>1,122</u>	<u>(594)</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
Cash and cash equivalents at the beginning of the reporting period		14,145	45,966
		<u>334,192</u>	<u>288,226</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>348,337</u></u>	<u><u>334,192</u></u>

The notes form part of these financial statements

## Springboard Project

### Notes to the Statement of Cash Flows for the Year Ended 31 March 2023

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES	31.3.23	31.3.22	
	£	£	
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	47,195	23,488	
<b>Adjustments for:</b>			
Depreciation charges	16,015	15,753	
Profit on disposal of fixed assets	(11,773)	-	
Interest received	(1,307)	(26)	
expenditure-reconciling items	184	-	
(Increase)/decrease in debtors	(37,291)	4,336	
Increase in creditors	-	3,009	
	<u>          </u>	<u>          </u>	
<b>Net cash provided by operations</b>	<u>13,023</u>	<u>46,560</u>	
	<u>          </u>	<u>          </u>	
<b>2. ANALYSIS OF CHANGES IN NET FUNDS</b>			
	At 1.4.22	Cash flow	At 31.3.23
	£	£	£
<b>Net cash</b>			
Cash at bank	334,192	14,145	348,337
	<u>          </u>	<u>          </u>	<u>          </u>
	334,192	14,145	348,337
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total</b>	<u>334,192</u>	<u>14,145</u>	<u>348,337</u>
	<u>          </u>	<u>          </u>	<u>          </u>

The notes form part of these financial statements

## Springboard Project

### Notes to the Financial Statements for the Year Ended 31 March 2023

#### 1. ACCOUNTING POLICIES

##### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation currency is the Pound (£) Sterling.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

##### **Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost of valuation, net of depreciation and any impairment losses.

Depreciation is provided at the following rates in order to write off each asset over its useful life;

Freehold buildings	2% per annum on cost
Fixtures, fittings and equipment	10 - 33% per annum on cost
Motor Vehicles	25% per annum on cost

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### **Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the period of the lease.

## Springboard Project

### Notes to the Financial Statements - continued for the Year Ended 31 March 2023

#### 2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
Donations	65,613	-	65,613	38,872
Grants receivable	132,835	112,153	244,988	232,789
	<u>198,448</u>	<u>112,153</u>	<u>310,601</u>	<u>271,661</u>

#### 3. OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
Room Hire	15,800	-	15,800	8,178
	<u>15,800</u>	<u>-</u>	<u>15,800</u>	<u>8,178</u>

#### 4. INVESTMENT INCOME

	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
Interest	1,307	-	1,307	26
	<u>1,307</u>	<u>-</u>	<u>1,307</u>	<u>26</u>

#### 5. INCOME FROM CHARITABLE ACTIVITIES

			31.3.23 Expenditure on charitable activities £	31.3.22 Total activities £
Activities			53,193	65,799
Membership			7,807	9,467
			<u>61,000</u>	<u>75,266</u>

## Springboard Project

### Notes to the Financial Statements - continued for the Year Ended 31 March 2023

#### 6. RAISING FUNDS

##### Raising donations and legacies

	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
Staff costs	-	-	-	21,696
Travel	1,481	19	1,500	523
Publicity	807	10	817	787
	<u>2,288</u>	<u>29</u>	<u>2,317</u>	<u>23,006</u>

#### 7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Expenditure on charitable activities	341,742	9,227	350,969
	<u>341,742</u>	<u>9,227</u>	<u>350,969</u>

#### 8. SUPPORT COSTS

	Governance costs £
Expenditure on charitable activities	9,227
	<u>9,227</u>

Support costs, included in the above, are as follows:

##### Governance costs

	31.3.23 Expenditure on charitable activities £	31.3.22 Total activities £
Salaries & National Insurance	-	8,102
Accountancy fees	3,750	3,570
Legal fees	5,477	2,628
	<u>9,227</u>	<u>14,300</u>



## Springboard Project

### Notes to the Financial Statements - continued for the Year Ended 31 March 2023

#### 9. NET INCOME/(EXPENDITURE)

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

	31.3.23	31.3.22
	£	£
Depreciation - owned assets	16,199	15,753
Surplus on disposal of fixed assets	<u>(11,773)</u>	<u>-</u>

#### 10. TRUSTEES' REMUNERATION AND BENEFITS

No member of the board of trustees receives any remuneration or benefits or reimbursement of expenses.

##### Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

#### 11. STAFF COSTS

	2022	2021
	£	£
Wages, Salaries and social security	<u>214,008</u>	<u>224,113</u>

The average monthly number of employees during the year was as follows:

	2022	2021
	FTE	FTE
Direct charitable activity	<u>9</u>	<u>13</u>

No employee received emoluments above £60,000 during the year.

#### 12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	231,911	39,750	271,661
<b>Charitable activities</b>			
Expenditure on charitable activities	75,266	-	75,266
Other trading activities	8,178	-	8,178
Investment income	26	-	26
<b>Total</b>	<u>315,381</u>	<u>39,750</u>	<u>355,131</u>
<b>EXPENDITURE ON</b>			
Raising funds	23,006	-	23,006
<b>Charitable activities</b>			
Expenditure on charitable activities	<u>244,151</u>	<u>64,486</u>	<u>308,637</u>
<b>Total</b>	<u>267,157</u>	<u>64,486</u>	<u>331,643</u>
<b>NET INCOME/(EXPENDITURE)</b>	48,224	(24,736)	23,488

## Springboard Project

### Notes to the Financial Statements - continued for the Year Ended 31 March 2023

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued	Unrestricted fund £	Restricted funds £	Total funds £	
<b>RECONCILIATION OF FUNDS</b>				
Total funds brought forward	389,447	94,720	484,167	
	<hr/>	<hr/>	<hr/>	
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>437,671</u></u>	<u><u>69,984</u></u>	<u><u>507,655</u></u>	
13. TANGIBLE FIXED ASSETS	Property £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>				
At 1 April 2022	216,158	315,291	79,445	610,894
Additions	-	11,958	-	11,958
Disposals	-	(20,971)	-	(20,971)
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2023	<u>216,158</u>	<u>306,278</u>	<u>79,445</u>	<u>601,881</u>
<b>DEPRECIATION</b>				
At 1 April 2022	63,405	292,117	79,445	434,967
Charge for year	2,882	13,317	-	16,199
Eliminated on disposal	-	(20,971)	-	(20,971)
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2023	<u>66,287</u>	<u>284,463</u>	<u>79,445</u>	<u>430,195</u>
<b>NET BOOK VALUE</b>				
At 31 March 2023	<u>149,871</u>	<u>21,815</u>	<u>-</u>	<u>171,686</u>
At 31 March 2022	<u>152,753</u>	<u>23,174</u>	<u>-</u>	<u>175,927</u>
14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR			31.3.23 £	31.3.22 £
Trade debtors			40,536	3,245
Other debtors			800	800
			<hr/>	<hr/>
			<u>41,336</u>	<u>4,045</u>

## Springboard Project

### Notes to the Financial Statements - continued for the Year Ended 31 March 2023

<b>15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		31.3.23	31.3.22
		£	£
Trade creditors		1	-
Social security and other taxes		3,008	3,009
Accrued expenses		3,500	3,500
		<u>6,509</u>	<u>6,509</u>
<b>16. LEASING AGREEMENTS</b>			
Minimum lease payments under non-cancellable operating leases fall due as follows:			
		31.3.23	31.3.22
		£	£
Within one year		-	1,585
		<u>-</u>	<u>1,585</u>
<b>17. MOVEMENT IN FUNDS</b>			
		Net	
	At 1.4.22	movement	At
	£	in funds	31.3.23
		£	£
<b>Unrestricted funds</b>			
General fund	437,671	3,462	441,133
<b>Restricted funds</b>			
Capital works	9,537	(479)	9,058
West Sussex short breaks	42,430	5,476	47,906
Crawley House	5,814	1,894	7,708
Worthing 6-12	11,247	(4,184)	7,063
Sustainability and development	956	(956)	-
Stepping Stones	-	41,982	41,982
	<u>69,984</u>	<u>43,733</u>	<u>113,717</u>
<b>TOTAL FUNDS</b>	<u>507,655</u>	<u>47,195</u>	<u>554,850</u>

## Springboard Project

### Notes to the Financial Statements - continued for the Year Ended 31 March 2023

#### 17. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	284,877	(281,415)	3,462
<b>Restricted funds</b>			
Capital works	-	(479)	(479)
West Sussex short breaks	29,200	(23,724)	5,476
Crawley House	4,800	(2,906)	1,894
Worthing 6-12	-	(4,184)	(4,184)
Sustainability and development	-	(956)	(956)
Stepping Stones	81,604	(39,622)	41,982
	<u>115,604</u>	<u>(71,871)</u>	<u>43,733</u>
<b>TOTAL FUNDS</b>	<u>400,481</u>	<u>(353,286)</u>	<u>47,195</u>

#### Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
<b>Unrestricted funds</b>			
General fund	389,447	48,224	437,671
<b>Restricted funds</b>			
Capital works	34,195	(8,807)	25,388
Sutton short breaks	78	-	78
West Sussex short breaks	42,430	(11,923)	30,507
Crawley House	5,814	(1,454)	4,360
Worthing 6-12	11,247	(2,452)	8,795
Sustainability and development	956	(100)	856
	<u>94,720</u>	<u>(24,736)</u>	<u>69,984</u>
<b>TOTAL FUNDS</b>	<u>484,167</u>	<u>23,488</u>	<u>507,655</u>

## Springboard Project

### Notes to the Financial Statements - continued for the Year Ended 31 March 2023

#### 17. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	315,381	(267,157)	48,224
<b>Restricted funds</b>			
Capital works	-	(8,807)	(8,807)
West Sussex short breaks	29,750	(41,673)	(11,923)
Crawley House	-	(1,454)	(1,454)
Worthing 6-12	10,000	(12,452)	(2,452)
Sustainability and development	-	(100)	(100)
	39,750	(64,486)	(24,736)
<b>TOTAL FUNDS</b>	355,131	(331,643)	23,488

The capital works fund represents a designated fund locked up in fixed assets which are needed for operational purposes, at their net book value as at the year end.

The lift project represents amounts received/expended on the construction of a lift at Springboard House.

The Sutton and West Sussex short breaks funds represents the amounts received to support the charity to run specific programmes for young disabled people.

The Worthing 6-12 short breaks fund represents the amounts received for respite care for children aged 6-12 years old with disabilities in the Worthing area.

The Sustainability and Development fund represents the amounts received for organisation fundraising and the development of services.

Crawley Centre fund represents the amounts received/expended in order to provide a second facility from which to expand the availability of the projects work, whilst the Crawley Centre has closed the assets included within this reserve were transferred to the Horsham site.

General Fund: Reserve - The general fund represents the net assets of the Charity that are not restricted to specific purposes.

#### 18. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2023.

**Springboard Project**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2023**

**19. ULTIMATE CONTROLLING PARTY**

For both the current period and the previous year, the charitable company was under the control of the trustees.



## Springboard Project

### Detailed Statement of Financial Activities for the Year Ended 31 March 2023

	31.3.23 £	31.3.22 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	65,613	38,872
Grants receivable	244,988	232,789
	310,601	271,661
<b>Other trading activities</b>		
Room Hire	15,800	8,178
<b>Investment income</b>		
Interest	1,307	26
<b>Charitable activities</b>		
Activities	53,193	65,799
Membership	7,807	9,467
	61,000	75,266
<b>Other income</b>		
Gain on sale of tangible fixed assets	11,773	-
	400,481	355,131
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Salaries & National insurance	-	21,696
Travel	1,500	523
Publicity	817	787
	2,317	23,006
<b>Charitable activities</b>		
Salaries & National insurance	230,241	184,210
Activity schemes	15,678	17,003
Staff training and recruitment	9,116	17,556
Repairs, renewals and maintenance	21,446	14,740
Utilities & Insurance	21,938	20,158
Office costs	19,484	19,307
Travel	7,824	5,610
Depreciation	16,015	15,753
	341,742	294,337
<b>Support costs</b>		
<b>Governance costs</b>		
Salaries & National Insurance	-	8,102
Carried forward	-	8,102

This page does not form part of the statutory financial statements

**Springboard Project**

**Detailed Statement of Financial Activities  
for the Year Ended 31 March 2023**

	31.3.23	31.3.22
	£	£
<b>Governance costs</b>		
Brought forward	-	8,102
Accountancy fees	3,750	3,570
Legal fees	5,477	2,628
	<u>9,227</u>	<u>14,300</u>
Total resources expended	<u>353,286</u>	<u>331,643</u>
<b>Net income</b>	<u><u>47,195</u></u>	<u><u>23,488</u></u>

This page does not form part of the statutory financial statements