

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

**Report of the Trustees and**  
**Financial Statements for the Year Ended 31 March 2021**  
**for**  
**Springboard Project**  
**(A Company Limited by Guarantee)**



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## **Springboard Project**

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## **Springboard Project**

### **Chairman and CEO Reports for the Year Ended 31 March 2021**

#### **Chair's Report**

The last year has been one like no other I have experienced. In my professional capacity I have seen the NHS, those in social care and the general community coming together to support the most vulnerable in society. My role as Springboard's chair has also given me the privilege of supporting the organisation through such unprecedented times.

Our collective thoughts go out to all those whose lives have been lost as a result of the pandemic and our sincere thanks to all of those who provided support, adjusted how they deliver services and enabled the whole nation to come together in what have been scary, complex and unknown times.

I am hugely proud of the support the Springboard team has been able to provide during the last twelve months. The SEND team adjusted so quickly and confidently to virtual services and remote support, that it felt like they had always been doing elements of support in that nature.

Like many charities we have seen the nature of our income change dramatically as result of the pandemic and it is still unknown what the future may hold in respect to establishing our traditional income sources. However, we do know that without the generosity of so many, including trusts and foundations, national government, local government and the general public that the financial position of the charity would have been negatively affected. Yet, through exceptional management of the charity, we find ourselves in a relatively positive position considering the circumstances. Whilst we had to make the difficult decision to make redundancies and restructure the organisation, we did so, knowing that we had improved our systems and that the redundancies would not affect front line services.

This air of optimism does not distract from the incredible amount of hard work ahead to recovery and to revitalise the organisation after what has been some of the hardest set of circumstances to navigate through. I know the passion, commitment and experience of our staff and volunteers will continue and help us to ensure we support those we serve and balance the many layers of inequality that unfortunately exist in many of our communities.

All of the trustees are sincerely thankful to everyone who has supported us, including staff, volunteers, donors, funders, and partner organisations. As trustees, we are all humbled and proud of the work the organisation has undertaken during this year and we have to give praise to all of our staff and volunteers who have been able to support so many in such creative and caring ways.

**Dr Elango Vijaykumar**  
Chair of Trustees

#### **CEO's Report**

Before I start, I must express our deep condolences to all of those that have lost their lives as a result of the pandemic. In saying this, I mean this in its broadest sense, and not simply those who lost their lives as a result of covid-19 but those who also lost their lives as a result of missed treatment, being afraid to go to a hospital and those who may have then lost their lives as a result of isolation and loneliness.

The term unprecedented comes to mind, but this word has probably been overused over the last year, yet I can't think of another word to describe the year we have all had. It truly was a year like no other and it is one I would never like to repeat again. Yet, I must also focus and mention some of the positive aspects to have come from the pandemic, and there are many. The organisation started the year like many others, in lockdown, with staff working from home.

However, we also started the year delivering a virtual programme to support children, young people and young adults with a disability. Our SEND team were truly inspiring in quickly pivoting to develop and deliver a programme of support that included virtual sessions, activity packs, online videos, welfare calls and bespoke support for families over the internet. What the team did was, and I don't say this lightly, incredible. They were proactive, inventive and brave in trying what they could to support families in all the different manners they needed.

## **Springboard Project**

### **Chairman and CEO Reports for the Year Ended 31 March 2021**

We learnt a lot during that initial period, and the whole organisation quickly adapted to what seems normal now. Teams calls, zoom meetings, the cat walking in front of the screen and babies crying in the background. Yet, we also knew that there was a deep seriousness to the novelty we all experienced at the start of the pandemic. We knew families would be struggling without their normal respite, children would be trying to cope with a new routine that was very quickly thrust upon them and we knew many would be worried about their livelihoods, particular as many parents we work with had jobs connected to aviation, made worse by the fact that Crawley was one of the worst affected areas employment wise as a result of the airline industry grinding to an abrupt halt.

Still, as we all slowly figured things out and more and more information came from central government we set out to support families the best way we could as well as work hard to ensure that the organisation was able to survive and provide further support once things returned to normal. Even though things have never really returned to normal, due to the vulnerability of many of those we support and the fact that the behaviour and ability of many of the children and young people we supported took a step backwards, we have always been of the mindset that we must support people the best way we can. When we were allowed to reopen services in a face to face manner we did. However, we did it consciously and cautiously, so we gave time for relationships to rebuilt, to better understand the new needs of each individual and their families, as well as enable those who were anxious about accessing their community to feel safer.

During this time, we also had to navigate furlough with some staff, and whilst this meant we were able to maintain the majority of the roles we had, we did decide to restructure the organisation. This meant we sadly said goodbye to some staff, however, we designed the restructure in way that it meant we didn't lose any front-line service capacity.

We have been touched by the positive responses and thanks from parent carers for the support we had the privilege to offer over the last 12 months. We have also been inspired by the resilience of the many children and young people we support. Of course, we have seen and heard of those really finding it difficult, with heart-breaking stories from some. Clearly, the fallout and longer-term consequence on the health, wellbeing and development of children, young people and their families will take a while to completely understand. However, what I do know is, that Springboard have a passionate, caring and adaptable staff team and they will continue to support families in a variety of ways as we all start the work on supporting families to recover from the pandemic.

**Ben Burt**  
CEO

## Springboard Project

### Treasurer's Report for the Year Ended 31 March 2021

This financial year, like 2020 before, has proven to be another challenging year as we continue to flex and adapt our services to deal with the ongoing impact of the corona virus pandemic. However, the recent restructuring and implementation of more efficient ways of working that have been implemented over the last couple of years has enabled Springboard to meet and adapt to these financial challenges as they have arisen.

A summary of key financial movements is provided below.

- Income is not a reflection of a normal year
- Organisation restructured to ensure future sustainability and lean working practices
- Support from a number of trusts and foundations
- Support from government schemes including Job retention scheme and discretionary grants
- Normal operating was disrupted
- Organisation has ensured it weathered the storm at this stage

Income	2021 £	2020 £	Annual movement £	%
Donations	18,959	31,479	(12,520)	(40)
Contracts/Grants	365,659	254,574	111,085	44
Memberships/Activities	25,263	73,808	(48,545)	(66)
Other Income	2,948	14,923	(11,975)	(80)
<b>Total</b>	<b>412,829</b>	<b>374,784</b>	<b>38,045</b>	<b>10</b>

Total income for the year was £412,829, an increase of £38,045 (10%) compared with 2020. This year the proportion of income from donations, memberships/ activities and other sources has dropped to 11% (32% in 2020) whilst income from contracts/ grants accounted for 89% (68% in 2020).

Income from membership/ activities reduced as a result of having to shut our centre in Horsham, which was only open for September, October and part of December due to government social distancing restrictions. The reduction in other income was largely due to a fall in room hire. As our tenants have issued notice, it may be difficult securing new tenants with so many people now working from home.

However, Springboard were successful in applying and receiving several grants that have helped provide financial support such as additional 121 support, virtual services as well as activity packs and the government backed job retention scheme. These increases in contract and grant income are likely to be one off and possibly not available again.

Our sources of income and variability in income is likely to continue through 2022 and into 2023 as we continue to deal with the impact of coronavirus. Our healthy position with regard to reserves and cash balances should help the organisation to meet these income challenges in the short term.

The following table shows how the charity spent its money this year by main category and the movements compared to 2020:

Expenditure	2021 £	2020 £	Annual Movement £	%
Salaries & National Insurance	170,683	181,574	(10,891)	(6)
Activity Schemes	5,910	21,498	(15,588)	(73)
Staff Training & Recruitment	8,850	6,445	2,405	37
Facility Costs	58,733	33,696	25,037	74
Travel	1,394	6,664	(5,270)	(79)
Depreciation	19,456	22,066	(2,610)	(12)
Governance	21,176	23,590	(2,414)	(10)
Income Generation	43,800	25,283	18,517	73
<b>Total</b>	<b>330,002</b>	<b>320,816</b>	<b>9,186</b>	<b>3</b>

## **Springboard Project**

### **Treasurer's Report for the Year Ended 31 March 2021**

Expenditure has been reduced in the majority of areas however we have seen a rise in staff training and facility costs. This is primarily as a result of providing additional training and support for staff through this challenging year. The facility cost increase reflects investment in our Horsham building, including a new kitchen, additional play equipment and outdoor resources as well as insulation and redecoration. The organisation still retains ownership over its minibuses which forms the majority of depreciation costs. However, they are operated and maintained by Community Transport Sussex and when required will be hired back by Springboard at a preferential rate which will reduce future transport costs.

Income generation costs have increased by £18,517 (73%) compared with 2020 and is due to a redistribution of CEO salary costs to reflect work carried out in this area. The increase also includes additional training and development for fundraising staff as well as equipment and resources to support delivery of income generation activities.

2021 has been another unprecedented year of challenges, financially and otherwise, however through tight cost control, particularly around variable costs associated with our activities, combined with positive income generation for the year, Springboard has produced a surplus of £82,827 (£53,968 for 2020). It remains crucial that as we enter 2022 Springboard continues to manage its finances with a degree of prudence as we navigate through these unprecedented times. Springboard has a strong financial basis to deal with these ongoing challenges with strong financial control, a proactive and successful approach to income raising and healthy reserves.

Total expenditure for the year was £320,002 which was an increase of £9,186 (3%).

**Springboard Project**  
**Report of the Trustees**  
**for the Year Ended 31 March 2021**

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 2021. 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).

**Objectives and Activities**

**Short Breaks: Ages 0-6**

Our under 6 service provides short breaks for disabled children and children under 6 years. Children are accompanied by their parents, family members and siblings. This enables very young disabled children the chance to enjoy all the play facilities at our centres under the care of our staff and volunteers. As well as providing opportunities for young disabled children to play, we also provide information, guidance and signposting to other organisations.

**Short Breaks: Ages 6-12**

Horsham, Crawley 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. 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.

**Short Breaks: Ages 12-18**

Horsham, Crawley and Sutton

Our Short Breaks services in Horsham, Crawley and Sutton give disabled young people aged 12-18 the opportunity to try new experiences, learn new skills, develop their confidence, make friends and have fun. The groups work with young people to 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 young person 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**

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 have the opportunity 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 0-6. All families are welcome whether or not their child has a disability. The centre have a range of areas including a sensory room, adventure room and soft play room which give all children the opportunity to play. The centre enable parents to talk and learn from one another as well as encourage children to play with one another. The centre are also designed to give families with a disabled child a place to go that is inclusive, understanding and supportive of the challenges they may face.

The charity was also able to support families during periods of lockdowns by opening up our garden and sensory facilities for vulnerable families who struggled for garden access, as well as where sensory and secure facilities were beneficial due to the needs of individuals.

**Virtual Services**

## **Springboard Project**

### **Report of the Trustees for the Year Ended 31 March 2021**

As a result of covid-19 and the public health measures enforced, the charity quickly adapted to provide a number of virtual services. These included welfare phone calls to children, young people and their families to ensure their wellbeing was being maintained and that we identified any additional support measures to help families. The charity also delivered multiple group and 1-2-1 support for children and young people with a disability with the highlight being an online session with a zoo that engaged with over 80 families.

Activity packs, online videos and behaviour support plans were also delivered remotely which helped support families further during the pandemic.

#### **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.



**Springboard Project**  
**Report of the Trustees**  
**for the Year Ended 31 March 2021**

**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**

Springboard's services address many of the barriers disabled children, young people and their families face. This includes being able to fully integrate into community life and be embedded in the community by providing a range of engaging activities, sessions and programmes that are equal to that of their non-disabled peers.

This has obviously been more challenging this year but the organization has still done an unbelievable job in supporting disabled children, young people and their families.

2020/2021 has seen the organisation travel through a journey like no other any of us have experienced before. Although we have tried our best to maintain the direction of travel we had originally set out a number of years ago, we had to adapt and change like most other charities to navigate our way through the pandemic. Thankfully, the hard work we had undertaken in previous years meant we were able to adjust to the differing demands of the pandemic in a nimbler and effective manner. We have developed our use of technology, adjusted the ways we work and discovered new ways to do things. Although we have done a great job at constantly adapting, time will tell if we need to revisit our strategic plan to review the new world we will be living in and identify new priorities as a result of the changes being brought upon by the pandemic and potentially Brexit.

I am pleased to say, in spite of the pandemic, we have made progress in all four priority areas of our strategic plan, in;

- Creating efficient and effective systems,
- Strengthening and developing services,
- Diversifying and building upon income streams,
- Building partnerships and raising our profile.

We still have a huge amount of work to do in achieving all we want from our strategic plan but we have continued to make excellent progress. There is still work to do on increasing our sustainability and turning ideas in a reality, particularly with supported employment and volunteering for those with SEND however I have every confidence in the team we have to develop the organisation further and provide further impact to those we are working with and those we will work with in the future.

## **Springboard Project**

### **Report of the Trustees for the Year Ended 31 March 2021**

#### **Short Breaks**

Our Short Breaks services for disabled children aged 6-12 in Horsham, Crawley, Worthing and Sutton continue to provide much needed opportunities and experiences for disabled children, young people, young adults as well as provide parents and carers with respite from their caring responsibilities. The number of children, young people and young adults continue to remain on track with targets with waiting lists for many of our groups.

Parents gave lovely feedback, such as the quotes below;

"Thank you so so much for T's session this evening, He had the most wonderful time and chatted enthusiastically all the way home about what he had been doing!"

"He can't wait to come back again to see you all, It's so nice for him to go somewhere and be accepted for who is, enjoy and be able to be himself! Thank you for the time and patience that you all have already shown to him, We really appreciate what you do and offer the children, it's amazing."

"It has been a tough time for us all but we take comfort that you and the staff were there for us and helped to make things easier. Your well-being calls to C during the beginning dark and uncertain times, made a big difference to him and gave us much needed respite. We cannot thank you all enough, you have just been amazing, our 'lifeline'."

"A huge thank you for organising the Zoo visit. H totally loved it!! He was really engaged and had loads of fun, asking loads of questions. it was the highlight of our week. We are super keen to visit the zoo when restrictions lift. - online session."

Springboard's Horsham, Crawley, Worthing and Sutton groups have:

Delivered over 280 virtual group based sessions.

Delivered over 370 welfare phone calls to children, young people, young adults and their parents.

Sent over 70 electronic activity packs.

Delivered over 400 activity care packages.

Delivered over 170 online activity videos.

Delivered over 10 bespoke packages off support for behavior and 121 engagement for individuals and their families.

Had over 220 visits to our garden and sensory facilities during lockdown periods.

Delivered over 2200 of face to face Short Breaks hours (respite) for children, young people, young adults, parents and carers.

Worked with over 300 children, young people and young adults.

Please note that Springboard's face to face services were only ran from August to March.

#### **Stay and Play**

Our open access membership for children under 6, their families, and carers has enabled children to play together, develop, learn and improve their wellbeing. Families have also been able to access peer support, gain advice and be signposted to other services if needed.

Families were so receptive to our Stay and Play service during the months it was open, with many new families visiting once lockdowns came to an end, with one saying;

"We have just been to visit for a stay and play for the first time and loved it"

Springboards Stay and Play services in Horsham have:

Had over 2,353 visits from families.

Please note that Springboard's Stay and Play service was forced to close as a result of public health measures in relation to covid-19 for 9 months of the year and was only able to open for September, October and December.

#### **Research and Development**

We are continuing with our work our stakeholders in statutory agencies, as well as fellow voluntary sector organisations to look at the pathway in life for those with SEND. This has included how we support individuals to become as independent as possible, become active citizens and feel able to access their local community.

## Springboard Project

### Report of the Trustees for the Year Ended 31 March 2021

A focus for the next year will be developing our work in supported volunteering and employment, combined with how we develop the range of groups we deliver and how we deliver them. This is particularly important as we need to address the increase in 1-2-1 support that is needed, but we will also want to ensure that those who have mild learning difficulties or are high functioning gain the support they need so they do not become socially isolated.

Longer term, we will also be reviewing and refining how we use technology and embed its use within our delivery offer. We have learnt a lot from being forced to adapt as a result of the pandemic and much of what we have learnt will remain as business as normal within the organization from here on in, but we still believe we can explore how to get the most of out technology and support those with a disability. This includes looking into how we use digital technology to develop our engagement with individuals, particularly those with who are suffering from such bad anxiety that they find it difficult to leave their house or at times their bedrooms as well as how we use it to enable children and young people with a disability to have their voice heard and interact in a wider way.

#### Financial review

##### Reserves

The organisation ended the 2021 financial year with a cash balance of £288,226 (increase of £94,467 on 2020). This increase is consistent with the in year surplus £82,858 and includes an unrestricted cash balance of £217,343.

The table below sets out the key financial figures - cash, net outgoings (surplus/deficit) and total funds.

	2021	2020
	£	£
Year end cash	288,226	193,759
Surplus/(Deficit)	82,858	54,050
<b>Total funds</b>	<b>484,167</b>	<b>401,309</b>

The total funds have increased by £82,858. This increase is primarily due to the support received during the last 12 months which resulted in the organisation not needing to use unrestricted income which it would normally have done in a year without coronavirus. This gives the organisation stronger foundations to continue to provide and deliver to deliver future committed services. The organisation will however need to continue to source funding from varied revenue streams and reduce exposure to risk, particular 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 2021**

**STRATEGIC REPORT**

**Financial review**

**Reserves policy**

Springboard has many income streams, which include contracts, grants, donations and revenue from venue hire and birthday parties. Whilst these income streams have been in place for many years, being reliant on them has been highlighted as a risk by the Springboard Trustee Board as this income is not always guaranteed.

Therefore, it is crucial to ensure there are sufficient reserves to run Springboard and deliver our charitable objectives while fundraising and income generation is undertaken or to wind up the charity. During this time Springboard would also be able to meet its obligation to disabled children, young people and their families as well as the wider community if existing sources of income are lost or not secured.

Based on 2021/2022 budget projections Springboard is dependent on £288,0733 to sustain its activities. At this stage none of Springboard's services has full cost recovery and all require fundraising and income generation activity to sustain and deliver each service. Without securing a mix of revenue such as grants, donations and membership fees in a service budget would make it likely that Springboard would have to reconsider charitable objectives and operations, have to reduce a service or in severe circumstances, such as multiple service deficits, close services or wind the organisation up.

To ensure the risk of closure of Springboard is managed and mitigated, should income reduce or not be secured, the trustee board has agreed to maintain unrestricted financial reserves to ensure that Springboard's current operations can continue for a minimum period of 6 months as well ensure we have the funds available in the event of redundancy.

Our operational reserve length has moved from 3 months to 6 months due to the ever complex and shifting landscape we work within. Notably, the dramatic ongoing effects of the pandemic have meant the trustee board wish to prudent to safeguard the organisation going forward. The current circumstances in relation to covid and the effect of potential lockdowns and additional public health measures, more competition for funding and rising costs have lead the trustees to believe holding an additional 3 months in operating costs are needed to ensure service delivery can operate in the short term.

Calculated reserves of £156,242 are needed to ensure we have the reserves available should we need them.

The trustee board has also identified three categories that require designated funds; these designated funds have been created to mitigate risks identified in the Springboard Risk Register. They are:

**Building Repair and Emergency**

The nature of work carried out by Springboard can be capital intensive, with many charitable activities requiring the use of buildings and in particular Springboard's Horsham premises. The Horsham premises used by Springboard is over 100 old years and we do not have the luxury of it being a purpose built building. This, combined with ever increasing repair work as well as general maintenance and up keep of the property to ensure charitable activities can continue, means operating costs rise each year. A surveyor's report also highlighted a number of major works that will need completing over the next 5 years.

The designated funds for Building Repair and Emergency is £15,750.

**SEND Programme and Support**

Springboard's SEND programme is currently based across 4 geographical locations and works with 4 key age demographics. There is a growing demand for 1-2-1 support as individuals have an increased complexity of need. This requires more intensive staffing which results in an increase in salary costs which are not currently recovered from our existing major contracts and grants. We need to ensure we have the unrestricted funds to hand in the event we have been unable to secure additional funding.

In the event that we are unable to secure additional funds to support services, the loss of income and funding would prove challenging for Springboard to continue to fund its SEND programmes. To ensure that Springboard has the security to deliver its SEND programme (particularly for its 6-12 and 12-18 age demographics) and seek income streams to continue the SEND programme, designated funds are required to support this charitable activity and build its sustainability.

**Springboard Project**  
**Report of the Trustees**  
**for the Year Ended 31 March 2021**

**STRATEGIC REPORT**

**Financial review**

The designated funds for SEND Programme is £30,645.

**Innovation and Organisational Development**

Springboard is exploring a number of funding and development opportunities as well as training and development for trustees, staff and volunteers. This is combined with the need to provide seed funding to staff to test new ideas and pilot new projects.

These factors will provide the expertise, knowledge and development and support from others that is essential in enabling the charity to continue to develop its work and requires funds in which to do so when the need arises.

The designated funds for Organisational Development is £5,000.

Therefore, total reserves required is £207,637 and the total unrestricted reserves available are £217,343.

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.

**Funding and support**

The Charity received funding and other forms of beneficial support during the financial year 2020-21. The Charity's income comes from a range of sources including local authorities, in the form of service contracts, trusts and foundations, grants, community and corporate funding as well as commercial revenue from services such as birthday parties.

**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 1 September 1992. 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 eight weeks 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**

The Springboard Project has a Board of Trustees with six members who meet every two months and are responsible for the strategic direction of the charity. 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 with the CEO. The CEO in turn is responsible for ensuring that the charity delivers its front line services and ensures that our aims, objectives, outputs 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 and ensuring that our staff and volunteers develop their skills and working practices to provide the best possible experiences and opportunities for all membership groups.

## **Springboard Project**

### **Report of the Trustees for the Year Ended 31 March 2021**

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

##### **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 read Charity Commission and other newsletters 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 trustees' meetings and systems and procedures are established in managing 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 are 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 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 2021, the charity employed 4 full time staff, and 3 part time staff. The charity also employs 25 sessional staff who assist with the peaks and demands of charitable activities and service delivery.

As of March 2021, there were 80 regular volunteers, who form a vital and much valued part of the charity that help 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**

##### **Registered office**

Springboard House  
52 Hurst Road  
Horsham  
West Sussex  
RH12 2EP

**Springboard Project**  
**Report of the Trustees**  
**for the Year Ended 31 March 2021**

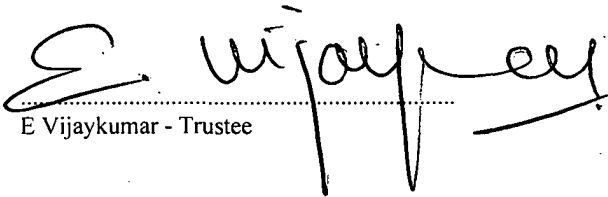
**Trustees**

E Jackson  
A Vallon  
G Cockwill  
E Vijaykumar  
R J Church (appointed 11.6.20)  
D Lethbridge (appointed 4.11.21)  
J Carnie

**Independent Examiner**

P 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 ..... 31/12/2021 ..... and signed on the board's behalf by:

  
.....  
E Vijaykumar - 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 2021.

**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.

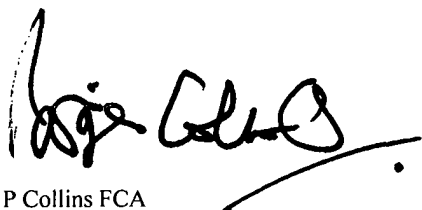
**Independent examiner's statement**

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 registered member of ICAEW 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 Collins FCA  
ICAEW  
Warren House Accountants Limited  
4 The Courtyard  
Holmsted Farm  
Staplefield Road  
Haywards Heath  
RH17 5JF

Date: 20<sup>th</sup> December 2021.



## Springboard Project

### Statement of Financial Activities (Incorporating an Income and Expenditure Account) for the Year Ended 31 March 2021

	Notes	Unrestricted fund £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	263,020	121,598	384,618	286,053
<b>Charitable activities</b>	5				
Activities and membership		25,263	-	25,263	73,808
Other trading activities	3	2,948	-	2,948	14,923
Investment income	4	31	-	31	82
<b>Total</b>		<u>291,262</u>	<u>121,598</u>	<u>412,860</u>	<u>374,866</u>
 <b>EXPENDITURE ON</b>					
Raising funds	6	40,944	2,856	43,800	25,283
<b>Charitable activities</b>	7				
Expenditure on charitable activities		186,021	100,181	286,202	295,533
<b>Total</b>		<u>226,965</u>	<u>103,037</u>	<u>330,002</u>	<u>320,816</u>
 <b>NET INCOME</b>		<u>64,297</u>	<u>18,561</u>	<u>82,858</u>	<u>54,050</u>
 <b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		325,150	76,159	401,309	347,259
 <b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>389,447</u></u>	<u><u>94,720</u></u>	<u><u>484,167</u></u>	<u><u>401,309</u></u>

The notes form part of these financial statements

# Springboard Project

## Statement of Financial Position 31 March 2021

	Notes	Unrestricted fund £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	13	167,223	23,837	191,060	205,698
<b>CURRENT ASSETS</b>					
Debtors	14	8,381	-	8,381	12,913
Cash at bank		217,343	70,883	288,226	193,759
		225,724	70,883	296,607	206,672
<b>CREDITORS</b>					
Amounts falling due within one year	15	(3,500)	-	(3,500)	(11,061)
<b>NET CURRENT ASSETS</b>		222,224	70,883	293,107	195,611
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		389,447	94,720	484,167	401,309
<b>NET ASSETS</b>		389,447	94,720	484,167	401,309
<b>FUNDS</b>	16				
Unrestricted funds				389,447	325,150
Restricted funds				94,720	76,159
<b>TOTAL FUNDS</b>				484,167	401,309

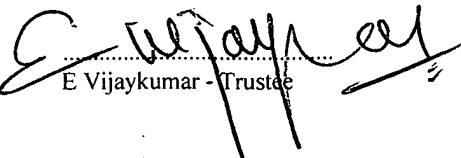
The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- 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 17/12/21 and were signed on its behalf by:

  
E Vijaykumar - Trustee

The notes form part of these financial statements

**Springboard Project**  
**Statement of Cash Flows**  
**for the Year Ended 31 March 2021**

	Notes	31.3.21 £	31.3.20 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	99,254	92,124
Net cash provided by operating activities		<u>99,254</u>	<u>92,124</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(4,818)	(22,695)
Interest received		31	82
Net cash used in investing activities		<u>(4,787)</u>	<u>(22,613)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>94,467</u>	<u>69,511</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>193,759</u>	<u>124,248</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>288,226</u></u>	<u><u>193,759</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 2021

<b>1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES</b>			
		31.3.21	31.3.20
		£	£
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>		82,858	54,050
<b>Adjustments for:</b>			
Depreciation charges		19,456	22,066
Interest received		(31)	(82)
Decrease in debtors		4,532	20,039
Decrease in creditors		(7,561)	(3,949)
		<u>99,254</u>	<u>92,124</u>
<b>Net cash provided by operations</b>		<u>99,254</u>	<u>92,124</u>
 <b>2. ANALYSIS OF CHANGES IN NET FUNDS</b>			
	At 1.4.20	Cash flow	At 31.3.21
	£	£	£
<b>Net cash</b>			
Cash at bank	193,759	94,467	288,226
	<u>193,759</u>	<u>94,467</u>	<u>288,226</u>
<b>Total</b>	<u>193,759</u>	<u>94,467</u>	<u>288,226</u>

The notes form part of these financial statements

## Springboard Project

### Notes to the Financial Statements for the Year Ended 31 March 2021

#### 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 2021

### 2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
Donations	18,959	-	18,959	31,479
Grants receivable	244,061	121,598	365,659	254,574
	<u>263,020</u>	<u>121,598</u>	<u>384,618</u>	<u>286,053</u>

### 3. OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
Room Hire	2,948	-	2,948	14,923
	<u>2,948</u>	<u>-</u>	<u>2,948</u>	<u>14,923</u>

### 4. INVESTMENT INCOME

	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
Interest	31	-	31	82
	<u>31</u>	<u>-</u>	<u>31</u>	<u>82</u>

### 5. INCOME FROM CHARITABLE ACTIVITIES

	31.3.21 Activities and membership £	31.3.20 Total activities £
Activities	16,932	51,178
Membership	8,331	22,630
	<u>25,263</u>	<u>73,808</u>

## Springboard Project

### Notes to the Financial Statements - continued for the Year Ended 31 March 2021

#### 6. RAISING FUNDS

##### Raising donations and legacies

	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
Staff costs	40,459	-	40,459	23,799
Travel	223	-	223	245
Publicity	262	2,856	3,118	1,239
	<u>40,944</u>	<u>2,856</u>	<u>43,800</u>	<u>25,283</u>

#### 7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Expenditure on charitable activities	<u>265,026</u>	<u>21,176</u>	<u>286,202</u>

#### 8. SUPPORT COSTS

	Governance costs £
Expenditure on charitable activities	<u>21,176</u>

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

##### Governance costs

	31.3.21 Expenditure on charitable activities £	31.3.20 Total activities £
Salaries & National Insurance	12,971	14,843
Accountancy fees	3,654	4,070
Legal fees	4,551	4,677
	<u>21,176</u>	<u>23,590</u>

## Springboard Project

### Notes to the Financial Statements - continued for the Year Ended 31 March 2021

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

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

	31.3.21	31.3.20
	£	£
Depreciation - owned assets	<u>19,456</u>	<u>22,066</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 2021 nor for the year ended 31 March 2020.

#### 11. STAFF COSTS

	2021	2020
	£	£
Wages, Salaries and social security	<u>224,633</u>	<u>220,216</u>

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

	2021	2020
	FTE	FTE
Direct charitable activity	<u>13</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	187,629	98,424	286,053
<b>Charitable activities</b>			
Activities and membership	73,808	-	73,808
Other trading activities	14,923	-	14,923
Investment income	82	-	82
<b>Total</b>	<u>276,442</u>	<u>98,424</u>	<u>374,866</u>
<b>EXPENDITURE ON</b>			
Raising funds	24,509	774	25,283
<b>Charitable activities</b>			
Expenditure on charitable activities	216,807	78,726	295,533
<b>Total</b>	<u>241,316</u>	<u>79,500</u>	<u>320,816</u>
<b>NET INCOME</b>	<u>35,126</u>	<u>18,924</u>	<u>54,050</u>



# Springboard Project

## Notes to the Financial Statements - continued for the Year Ended 31 March 2021

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

	Unrestricted fund £	Restricted funds £	Total funds £
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	290,024	57,235	347,259
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>325,150</u>	<u>76,159</u>	<u>401,309</u>

### 13. TANGIBLE FIXED ASSETS

	Property £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>				
At 1 April 2020	216,158	315,117	79,445	610,720
Additions	-	4,818	-	4,818
Disposals	-	(5,264)	-	(5,264)
At 31 March 2021	<u>216,158</u>	<u>314,671</u>	<u>79,445</u>	<u>610,274</u>
<b>DEPRECIATION</b>				
At 1 April 2020	57,641	267,936	79,445	405,022
Charge for year	2,882	16,574	-	19,456
Eliminated on disposal	-	(5,264)	-	(5,264)
At 31 March 2021	<u>60,523</u>	<u>279,246</u>	<u>79,445</u>	<u>419,214</u>
<b>NET BOOK VALUE</b>				
At 31 March 2021	<u>155,635</u>	<u>35,425</u>	<u>-</u>	<u>191,060</u>
At 31 March 2020	<u>158,517</u>	<u>47,181</u>	<u>-</u>	<u>205,698</u>

### 14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21 £	31.3.20 £
Trade debtors	3,966	66
Other debtors	4,415	-
Prepayments and accrued income	-	12,847
	<u>8,381</u>	<u>12,913</u>

# Springboard Project

## Notes to the Financial Statements - continued for the Year Ended 31 March 2021

### 15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21	31.3.20
	£	£
Trade creditors	-	3,673
Social security and other taxes	-	2,291
Accrued expenses	3,500	5,097
	<u>3,500</u>	<u>11,061</u>

### 16. MOVEMENT IN FUNDS

	At 1.4.20	Net movement in funds	At 31.3.21
	£	£	£
<b>Unrestricted funds</b>			
General fund	325,150	64,297	389,447
<b>Restricted funds</b>			
Capital works	34,412	(217)	34,195
Lift Project	2,592	(2,592)	-
Sutton short breaks	78	-	78
West Sussex short breaks	24,277	18,153	42,430
Crawley House	7,268	(1,454)	5,814
Worthing 6-12	7,080	4,167	11,247
Sustainability and development	452	504	956
	<u>76,159</u>	<u>18,561</u>	<u>94,720</u>
<b>TOTAL FUNDS</b>	<u>401,309</u>	<u>82,858</u>	<u>484,167</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	291,262	(226,965)	64,297
<b>Restricted funds</b>			
Capital works	8,811	(9,028)	(217)
Lift Project	-	(2,592)	(2,592)
Sutton short breaks	5,407	(5,407)	-
West Sussex short breaks	67,233	(49,080)	18,153
Crawley House	-	(1,454)	(1,454)
Worthing 6-12	25,147	(20,980)	4,167
Sustainability and development	15,000	(14,496)	504
	<u>121,598</u>	<u>(103,037)</u>	<u>18,561</u>
<b>TOTAL FUNDS</b>	<u>412,860</u>	<u>(330,002)</u>	<u>82,858</u>

# Springboard Project

## Notes to the Financial Statements - continued for the Year Ended 31 March 2021

### 16. MOVEMENT IN FUNDS - continued

#### Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	At 31.3.20 £
<b>Unrestricted funds</b>			
General fund	290,024	35,126	325,150
<b>Restricted funds</b>			
Capital works	31,806	2,606	34,412
Minibuses	4,861	(4,861)	-
Lift Project	2,592	-	2,592
Sutton short breaks	-	78	78
West Sussex short breaks	6,762	17,515	24,277
Crawley House	8,722	(1,454)	7,268
Worthing 6-12	2,492	4,588	7,080
Sustainability and development	-	452	452
	<u>57,235</u>	<u>18,924</u>	<u>76,159</u>
<b>TOTAL FUNDS</b>	<u>347,259</u>	<u>54,050</u>	<u>401,309</u>

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	276,442	(241,316)	35,126
<b>Restricted funds</b>			
Capital works	10,608	(8,002)	2,606
Minibuses	-	(4,861)	(4,861)
Sutton short breaks	100	(22)	78
West Sussex short breaks	43,680	(26,165)	17,515
Crawley House	-	(1,454)	(1,454)
Worthing 6-12	24,036	(19,448)	4,588
Sustainability and development	20,000	(19,548)	452
	<u>98,424</u>	<u>(79,500)</u>	<u>18,924</u>
<b>TOTAL FUNDS</b>	<u>374,866</u>	<u>(320,816)</u>	<u>54,050</u>

The freehold property fund was established on the acquisition of the freehold land and buildings, representing donations received.

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.

Staff funds represent amounts received to pay salaries of staff on specific projects.

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

The Minibus fund was to enable the charity to purchase transportation to be used by the charity.

## **Springboard Project**

### **Notes to the Financial Statements - continued for the Year Ended 31 March 2021**

#### **16. MOVEMENT IN FUNDS - continued**

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

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.

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

#### **17. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 March 2021.

#### **18. ULTIMATE CONTROLLING PARTY**

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

#### **19. FUNDING/GOING CONCERN**

On 11 March 2020 the World Health Organisation declared COVID-19 a global pandemic. The trustees have considered the potential impact of the ongoing pandemic and have acknowledged that it may have a material impact on the charity's activities for at least the next twelve months. The trustees are committed to pursuing financial support for the charity which will allow it to withstand such an impact and continue their activities for the foreseeable future. On this basis the trustees are satisfied that the going concern basis of preparing the financial statements is appropriate.

The charitable company is funded mainly by donations and grants from charitable trusts, corporate donors, government bodies and the general public

# Springboard Project

## Detailed Statement of Financial Activities for the Year Ended 31 March 2021

	31.3.21 £	31.3.20 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	18,959	31,479
Grants receivable	365,659	254,574
	<u>384,618</u>	<u>286,053</u>
<b>Other trading activities</b>		
Room Hire	2,948	14,923
<b>Investment income</b>		
Interest	31	82
<b>Charitable activities</b>		
Activities	16,932	51,178
Membership	8,331	22,630
	<u>25,263</u>	<u>73,808</u>
<b>Total incoming resources</b>	<u>412,860</u>	<u>374,866</u>
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Salaries & National insurance	40,459	23,799
Travel	223	245
Publicity	3,118	1,239
	<u>43,800</u>	<u>25,283</u>
<b>Charitable activities</b>		
Salaries & National insurance	170,683	181,574
Activity schemes	5,910	21,498
Staff training and recruitment	8,850	6,445
Repairs, renewals and maintenance	11,943	5,958
Utilities & Insurance	16,377	18,157
Office costs	30,413	9,581
Travel	1,394	6,664
Depreciation	19,456	22,066
	<u>265,026</u>	<u>271,943</u>
<b>Support costs</b>		
<b>Governance costs</b>		
Salaries & National Insurance	12,971	14,843
Accountancy fees	3,654	4,070
Legal fees	4,551	4,677
	<u>21,176</u>	<u>23,590</u>

This page does not form part of the statutory financial statements

## Springboard Project

### Detailed Statement of Financial Activities for the Year Ended 31 March 2021

	31.3.21 £	31.3.20 £
Total resources expended	330,002	320,816
<b>Net income</b>	<b>82,858</b>	<b>54,050</b>

This page does not form part of the statutory financial statements