

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

**REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018  
FOR  
SPRINGBOARD PROJECT  
(A COMPANY LIMITED BY GUARANTEE)**

Hartley Fowler LLP  
Chartered Accountants  
44 Springfield Road  
Horsham  
West Sussex  
RH12 2PD

**SPRINGBOARD PROJECT**

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FOR THE YEAR ENDED 31 MARCH 2018**

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## **SPRINGBOARD PROJECT**

### **CHAIRMAN AND CEO REPORTS FOR THE YEAR ENDED 31 MARCH 2018**

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

This is my third year as Chair of Springboard and, once again, it has been an extremely busy and challenging year for the Charity. Ben Burt, our new CEO, has brought a wealth of experience to us and has settled in very well.

Both our Centres, in Horsham and Crawley, are well attended by our children and young people and have enjoyed excellent support from both community groups and local companies; the financial support and volunteer resource have been fantastic. During the year we have continued to provide activities for as many as possible in Horsham, Crawley, Mid Sussex, Worthing and Sutton; many young people have had some great days out with us.

As in previous years, funding has been challenging and I would like to thank everyone who has supported us. We are in a good state of financial health, despite these economic challenges, and we have maintained satisfactory cash reserves. Our financial controls remain in accordance with the Charity Commission's Code of Practice.

Having completed my three year tenure as Chairman, I am delighted to be handing over the Chair to Alan Vallon, who brings invaluable knowledge and experience to the role, and has been a Trustee for a number of years now.

All that remains is for me to say a huge 'thank you' to all the trustees, staff and volunteers who give their time and skills to the Charity to ensure its continued success.

#### **Jill Carnie**

Chair 2015-2018

It has been a privilege for me to have taken over the role of the Chair of Springboard from Jill Carnie at the end of January 2018. On behalf of everyone associated with Springboard, I wish to thank her for the time and effort she has invested to ensure a successful induction for our new CEO and for ensuring our charity's continuing capability to deliver services to our beneficiaries. I am looking forward to the many challenges the role will present.

I would like to take this opportunity to thank, not only our major donors and benefactors, but also the many people who give their time to support Springboard and raise money for us. Through their generosity and hard work our financial situation is satisfactory and our financial controls remain compliant with the Charity Commission's Code of Practice.

I would also like to express my gratitude to my fellow trustees, staff and volunteers for their expertise, devotion and dedication to Springboard that permits us to continue to thrive.

#### **Alan G Vallon**

Chair

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

The services Springboard has provided over the last 12 months have been brilliant, whether it's our Stay and Play services, our Short Breaks services or our volunteering programme. I am always amazed by the work we deliver and the impact we make.

The organisation is now into a new chapter, a new strategy has been developed with staff and we continue to make progress on working towards our strategic priorities of;

" Creating efficient systems and being fit for purpose,

" Strengthening and developing services,

" Diversifying and building upon income streams,

" Building partnerships and raising our profile.

This has included the review and implementation of new human resources policies and procedures. Our operational policies and procedures for service delivery, including safeguarding, will undergo a full review during 2018 as we continue to develop and refine the work we do.

We are also working towards a refined delivery methodology with families, with the main principles being;

" Value and Respect,

" Wellbeing and Relationships,

" Aspirations and Potential,

" Independence and Inclusion.

Developments within our service delivery are continuing with the creation of a Travel Training programme for disabled young people aged 16-25. This is a pilot programme funded by West Sussex County Council and will be delivered during 2018/19.

We also welcomed Geoff Cockwill onto our board of trustees. Geoff's direct involvement with the organisation as a service user prior to becoming a trustee has really helped the organisation in developing more collaboration with service users and he has started to lay the foundations in developing that work further.

Springboard, like any other charities, finds itself in the context of challenging times in the health and social care sector. Demand and complexity in need is increasing, while the financial resources that we have at our disposal are more and more difficult to come by. The ability to plan ahead and secure long term sustainability is a constant battle and one we continually try to manage and monitor.

## **SPRINGBOARD PROJECT**

### **CHAIRMAN AND CEO REPORTS FOR THE YEAR ENDED 31 MARCH 2018**

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The up and coming year will be one of our most challenging in recent times as our lease for our Crawley property is due for renewal, whilst at the same time we know that the core funding we have received to assist us in running the Crawley centre is due to finish this year. We are also aware that there are likely to be increases in rents as well as utilities, making the future sustainability of the centre ever more challenging. We also know that some funds and contracts for our short breaks works are coming to end and we do not yet have certainty over the future of these.

Although there is an extremely difficult year ahead, I remain optimistic and excited about the future. The positive stories I see and hear from those we work alongside great, dedicated members of staff leave me with the knowledge that we will continue to make a difference to the lives of disabled children, young people and their families.

We are extremely grateful to all of those who have supported us, this includes;

St James Place

Peter Harrison Foundation

Children In Need

Co-op Community Fund

Clara E Burgess Charity

Three Oaks Trust

Crawley Borough Council

Sussex Community Foundation

Ernest Kleinwort

DM Thomas Foundation

Thales Charitable Trust

Marks and Spencer

Awards For All

Sussex Masons

Santander

Crawley CLC

Worthing CLC

Horsham CLC

Tomfoolery

White Stuff Foundation

**Ben Burt  
CEO**

## SPRINGBOARD PROJECT

### TREASURER'S REPORT FOR THE YEAR ENDED 31 MARCH 2018

#### Introduction

It has been a challenging year financially. However, I am pleased to report that the Charity ended the year with a very small surplus of £793. The full impact is reflected in the financial statements, and the key indicator of cash has improved significantly. Taking this into account and with the continued efforts to find additional sources of funding and control expenditure, our organisation appears to be in a position to continue its level of future service provision however we know that we have many challenges in terms of new lease arrangements, securing new grants as well as securing funding from existing funders. Explanations of the key items are set out below.

#### Income

Income	2018 £	2017 £	Variation £	Variation %	2016 £
Donations	79,930	117,906	(37,976)	(32.2)	69,072
Grants	303,897	312,174	(8,277)	(2.7)	294,334
Activities & Membership Other	104,199	84,126	20,073	23.9	75,522
Income	25,415	12,042	13,373	111.1	8,489
<b>Total</b>	<b>513,441</b>	<b>526,248</b>	<b>(12,807)</b>	<b>(2.4)</b>	<b>447,417</b>

Total income for the year was £513,441, a decrease of £12,807, (-2.4%).

This table above shows the split of Income for three years, and the variation between 2018 & 2017. Whilst there are reductions in donations and grants year on year, they are still comparable to the 2016 level. They are almost offset by the increase in activities & membership and other income. The increase in other income is due to a one off sale of fixed assets (vehicles). The reduction in grant and donations reflects the challenge facing all charities in the current economic climate, and the negative publicity that elements of the sector have caused. Income generation continues to be of major focus for the Charity.

£8.03 of income was raised for every £1 spent on fundraising and governance costs. This is an improvement on last year (£7.90), but the Charity continues to prioritise finding ways to increase this ratio in future years.

#### Expenditure

Expenditure	2018 £	2017 £	Variation £	Variation %	2016 £
Activity Schemes*	285,882	256,476	29,406	11.5	264,277
Centre Staff Costs*	36,172	49,920	(13,748)	(27.5)	42,392
Facility Costs	59,161	40,265	18,896	46.9	41,344
Rent	20,000	20,000	0	0	20,000
Depreciation	35,955	44,178	(8,223)	(18.6)	71,485
Travel	11,526	21,439	(9,913)	(46.2)	22,565
Governance* Income Generation*	30,913	27,206	3,707	13.6	23,791
	33,039	40,381	(7,342)	(18.2)	51,257
<b>Total</b>	<b>512,648</b>	<b>499,865</b>	<b>12,783</b>	<b>2.5</b>	<b>517,111</b>

This table shows how we spent our money this year by main category, compared to 2017, with the variation. 2016 has been included to show the trend. Expenditure has increased by £12,783 (2.5%).

Staff costs are included in the categories marked \*. New appointments during the year and a new organisational structure have resulted in an overall increase in costs, which have been allocated differently between categories. The increase in costs for the Activity Schemes were due to the Worthing 6-12 group becoming fully operational again in July 2017 and some re-allocation of costs. Increases have been mitigated in part by travel expenses which have reduced since the vehicles have been sold and significant reductions in related depreciation (sale of fixed assets).

## SPRINGBOARD PROJECT

### TREASURER'S REPORT FOR THE YEAR ENDED 31 MARCH 2018

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Governance costs have risen 0.6% to 6% of total expenditure, with income generation costs down 1.6% to 6.4%.

#### Financing

The Charity ended the financial year with a cash balance of £138,082 an increase of £27,164 on 2016-17.

	<b>2018</b>	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Year end cash	138,082	110,918	77,491
Equivalent days	101.3	80.2	56.8

This provides an annual monetary equivalent to 101.3 days of expenditure (see table). This is above the ideal requirement of 90 days cash reserves but included £20654.92 from West Sussex County Council designated for Travel Training which did not commence until April 2018 and there have been several occasions when it was below this. The Trustees are aware of the importance of meeting this requirement. The Charity and its Trustees have this situation under regular review to ensure that it maintains 90 days as set out in the Charity's reserves policy.

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

	<b>2018</b>	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Year end cash	138,082	110,918	77,491
Surplus / (Deficit)	793	26,383	(66,694)
<b>Total Funds</b>	<b>387,979</b>	<b>387,186</b>	<b>360,803</b>

The total funds have increased by £793 reflecting a minimal operational surplus as described in the income and expenditure paragraphs above. Despite this, the Charity appears to be in a position to continue to deliver future committed services, so long as the Charity continues its efforts to find additional sources of funding.

#### Summary

Our financial controls remain in accordance with the Charity Commission's code of practice and Statement of Recommended Practice (SORP) Accounting and Reporting by Charities, 2015. The Charity's financial situation has improved this year and the Trustees are confident that with continued hard work, our future service commitments can be met.

**Alison Skinner MBA FCCA**  
Ex Treasurer

## **SPRINGBOARD PROJECT**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2018**

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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 2018. 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 2015).

#### **OBJECTIVES AND ACTIVITIES**

##### 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.

## **SPRINGBOARD PROJECT**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2018**

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#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and activities**

##### **Short Breaks: Ages 0-6**

Our under 6 service provides short breaks for disabled children and their 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 gives 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.

##### **Travel Training 16-25**

Crawley and Horsham

This year we will be piloting a new travel programme, made up of a 10 week course which provides learning opportunities to disabled young people in how to travel safely on buses, trains and when walking.

##### **Stay and Play**

Horsham and Crawley

Our houses in Horsham and Crawley are inclusive play centres designed for families with children aged 0-6. All families are welcome whether or not their child has a disability. The centres have a range of areas including a sensory room, adventure room and soft play room which give all children the opportunity to play. The centres enable parents to talk and learn from one another as well as encourage children to play with one another. The centres 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.

##### **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.

#### **STRATEGIC REPORT**

##### **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.



## **SPRINGBOARD PROJECT**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2018**

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#### **STRATEGIC REPORT**

##### **Achievement and performance**

2017/18 has seen the organisation start a new chapter and begin a period of change, which has included new policies and structure as well as the implementation of a new strategic plan.

To create better outcomes and have a greater impact for disabled children, young people and their families we need to be strategically focused. With structure, focus and defined expectations, we will achieve the impact and ambitions we wish.

We're committing to four strategic priorities that will help us do just that, these are:

- " Create efficient and effective systems,
- " Strengthen and develop services,
- " Diversify and build upon income streams,
- " Build partnerships and raise our profile.

We are in the early stages of the strategic plan but we have so far made some excellent progress in enabling our systems to become more streamlined, centralised and secure as well as refine the organisational structure so we can develop staff and volunteers by knowledge sharing, up-skilling and training.

We have also made progress on ensuring services have flexible, scalable models that can be tailored to meet funder's requirements by reviewing our operational models, with this work continuing into 2018/19.

##### **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.

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

Delivered over 3105 Short Breaks (respite) for children, parents and carers,

Delivered over 13468 hours of Short Breaks,

Worked with over 335 children, young people and young adults.

##### **Stay and Play**

Our open access membership for children under 6, their families, childminders 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. One parent said "Your services are life savers, I don't know what I would do without you. My children love it here and there are able to enjoy themselves in an environment that they feel safe and secure in".

Springboard's Stay and Play services in Horsham and Crawley have:

Worked with over 605 families.

Had over 11,000 visits from families.

##### **Research and Development**

A lot of work has been done on the new strategic plan, which has included a rebrand, the framework for a new website and e-newsletters. There is still work to do on building the brand and improving our internal and external communications.

We are in the process of developing advisor boards made up of parents and a forum made up of children and young people. This is to ensure we hold the voices, thoughts and feelings of those we work with at the very heart of what we do. This will help build further service user involvement and maintain active dialogue that continues to develop and improve services for disabled children, young people and their families.

The organisation's work on addressing the transition from children's service to adult social care remains ongoing and we have been involved in a number of discussions, workshops and forums that are looking to address the challenges that this period of transition holds for many families.

We continue to develop the use of the property we own in Horsham, with partner organisations now using the centre on a more regular basis which has helped develop stronger working relationships with other providers.

We will be continuing our operational review and developments which will include a revised staff training matrix as well as developing the structure of session delivery, with the prime motivation to enable staff to spend as much time delivering front line services to families and their children.

## **SPRINGBOARD PROJECT**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2018**

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#### **STRATEGIC REPORT**

##### **Financial review**

###### *Funding and support*

The Charity received funding and other forms of beneficial support during the financial year 2017-18. 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.

###### *Reserves policy*

The trustees have reviewed the Charity's needs for reserves in line with the guidance issued by the Charity Commission and consider it prudent that unrestricted reserves should be sufficient to:

1. Cover all necessary expenses for the closure of the Charity in the event that this proves necessary including staff redundancies, outstanding operational costs, associated closure costs and
2. Cover three month's core revenue costs to negate any problems with cash flow due to late receipt of payments and ensure there is no interruption in services provided to the Charity's various memberships.

The trustees believe that reserves should aim to be at this level to ensure the charity can run efficiently and meet the needs of all its beneficiaries.

The Springboard Project's results for the year and its financial position at the end of the year are fully disclosed in the attached financial statements. The net surplus for the year is £793 (2017 net surplus £26,383).

The trustees consider that Springboard Project has adequate resources to continue its activities for the foreseeable future and that for this reason it should continue to adopt the going concern basis in preparing the financial statements.

#### **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. Services Delivery Managers 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 2018**

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#### **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 2018, the charity employed 12 full time staff, and 8 part time staff. The charity also employs 47 sessional staff who assist with the peaks and demands of charitable activities and service delivery.

As of March 2018, there were 161 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**

1014270

##### **Registered office**

Springboard House  
52 Hurst Road  
Horsham  
West Sussex  
RH12 2EP

**SPRINGBOARD PROJECT**

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2018**

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**REFERENCE AND ADMINISTRATIVE DETAILS**

**Trustees**

J Carnie		
O Holmes		
E Jackson		
J Walker-Lee		- resigned 21/5/18
A Vallon	Chairman	
A Skinner MBA FCCA	Treasurer	- resigned 9/7/18
B O'Hagen		- resigned 1/9/17
G Cockwill		- appointed 8/12/17

**Independent examiner**

Mr P Collins FCA  
ICAEW  
Hartley Fowler LLP  
Chartered Accountants  
44 Springfield Road  
Horsham  
West Sussex  
RH12 2PD

**Bankers**

CAF Cash Limited  
Kings Hill  
West Malling  
Kent  
ME19 4TA

**TRUSTEES RESPONSIBILITY STATEMENT**

The trustees (who are also the directors of Springboard Project for the purposes of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on .....21/12/2018 and signed on the board's behalf by:

  
.....  
A Vallon - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
SPRINGBOARD PROJECT**

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**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 2018.

**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



Mr P Collins FCA  
ICAEW  
Hartley Fowler LLP  
Chartered Accountants  
44 Springfield Road  
Horsham  
West Sussex  
RH12 2PD

Date: .....

*21st December 2018*

**SPRINGBOARD PROJECT**

**STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2018**

	Notes	Unrestricted fund £	Restricted funds £	Year Ended 31/3/18 Total funds £	Period 6/4/16 to 31/3/17 Total funds as restated £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	230,007	153,820	383,827	430,080
<b>Charitable activities</b>	5				
Activities and membership		104,199	-	104,199	84,126
Other trading activities	3	14,368	-	14,368	11,984
Investment income	4	47	-	47	58
Other Income		11,000	-	11,000	-
<b>Total</b>		<u>359,621</u>	<u>153,820</u>	<u>513,441</u>	<u>526,248</u>
<b>EXPENDITURE ON</b>					
Raising funds	6	32,679	360	33,039	40,381
<b>Charitable activities</b>	7				
Expenditure on charitable activities		319,560	160,049	479,609	459,484
<b>Total</b>		<u>352,239</u>	<u>160,409</u>	<u>512,648</u>	<u>499,865</u>
<b>NET INCOME/(EXPENDITURE)</b>		<u>7,382</u>	<u>(6,589)</u>	<u>793</u>	<u>26,383</u>
<b>RECONCILIATION OF FUNDS</b>					
As previously reported		295,748	86,438	382,186	360,803
Prior year adjustment	13	5,000	-	5,000	-
<b>As Restated</b>		<u>300,748</u>	<u>86,438</u>	<u>387,186</u>	<u>360,803</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>308,130</u></u>	<u><u>79,849</u></u>	<u><u>387,979</u></u>	<u><u>387,186</u></u>

The notes form part of these financial statements

**SPRINGBOARD PROJECT**

**STATEMENT OF FINANCIAL POSITION  
AT 31 MARCH 2018**

	Notes	Unrestricted fund £	Restricted funds £	2018 Total funds £	2017 Total funds as restated £
<b>FIXED ASSETS</b>					
Tangible assets	14	217,691	20,332	238,023	258,781
<b>CURRENT ASSETS</b>					
Debtors	15	74,241	-	74,241	74,285
Cash at bank		25,799	112,283	138,082	110,918
		<u>100,040</u>	<u>112,283</u>	<u>212,323</u>	<u>185,203</u>
<b>CREDITORS</b>					
Amounts falling due within one year	16	(9,601)	(52,766)	(62,367)	(56,798)
<b>NET CURRENT ASSETS</b>		<u>90,439</u>	<u>59,517</u>	<u>149,956</u>	<u>128,405</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>308,130</u>	<u>79,849</u>	<u>387,979</u>	<u>387,186</u>
<b>NET ASSETS</b>		<u>308,130</u>	<u>79,849</u>	<u>387,979</u>	<u>387,186</u>
<b>FUNDS</b>	17				
Unrestricted funds				308,130	300,748
Restricted funds				79,849	86,438
<b>TOTAL FUNDS</b>				<u>387,979</u>	<u>387,186</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2018.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2018 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 on ..... 21/12/2018 ..... and were signed on its behalf by:

  
.....  
A Vallon -Trustee

The notes form part of these financial statements

SPRINGBOARD PROJECT

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2018

	Notes	Year Ended 31/3/18 £	Period 6/4/16 to 31/3/17 as restated £
<b>Cash flows from operating activities:</b>			
Cash generated from operations	1	31,314	64,884
<b>Net cash provided by (used in) operating activities</b>		<u>31,314</u>	<u>64,884</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		(15,197)	(31,518)
Sale of tangible fixed assets		11,000	-
Interest received		47	58
<b>Net cash provided by (used in) Investing activities</b>		<u>(4,150)</u>	<u>(31,460)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>27,164</u>	<u>33,424</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>110,918</u>	<u>77,494</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>138,082</u></u>	<u><u>110,918</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 2018

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Year Ended 31/3/18	Period 6/4/16 to 31/3/17 as restated
	£	£
<b>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</b>	793	26,383
<b>Adjustments for:</b>		
Depreciation charges	35,955	44,178
Profit on disposal of fixed assets	(11,000)	-
Interest received	(47)	(58)
Decrease/(increase) in debtors	44	(34,890)
Increase in creditors	5,569	29,271
<b>Net cash provided by (used in) operating activities</b>	<u>31,314</u>	<u>64,884</u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018**

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**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 2015)', 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 2018**

**2. DONATIONS AND LEGACIES**

	Unrestricted funds	Restricted funds	Year Ended 31/3/18 Total funds	Period 6/4/16 to 31/3/17 Total funds as restated
	£	£	£	£
Donations	79,930	-	79,930	117,906
Grants receivable	150,077	153,820	303,897	312,174
	<u>230,007</u>	<u>153,820</u>	<u>383,827</u>	<u>430,080</u>

**3. OTHER TRADING ACTIVITIES**

	Unrestricted funds	Restricted funds	Year Ended 31/3/18 Total funds	Period 6/4/16 to 31/3/17 Total funds as restated
	£	£	£	£
Room Hire	<u>14,368</u>	<u>-</u>	<u>14,368</u>	<u>11,984</u>

**4. INVESTMENT INCOME**

	Unrestricted funds	Restricted funds	Year Ended 31/3/18 Total funds	Period 6/4/16 to 31/3/17 Total funds as restated
	£	£	£	£
Interest	<u>47</u>	<u>-</u>	<u>47</u>	<u>58</u>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	Year Ended 31/3/18 Activities and membership	Period 6/4/16 to 31/3/17 Total activities as restated
	£	£
Activities	68,523	54,559
Membership	35,676	29,567
	<u>104,199</u>	<u>84,126</u>

**SPRINGBOARD PROJECT**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31 MARCH 2018**

**6. RAISING FUNDS**

**Raising donations and legacies**

	Unrestricted funds	Restricted funds	Year Ended 31/3/18 Total funds	Period 6/4/16 to 31/3/17 Total funds as restated
	£	£	£	£
Staff costs	27,683	-	27,683	31,563
Office costs	1,343	-	1,343	3,409
Travel	2,515	-	2,515	2,245
Publicity	1,138	360	1,498	3,164
	<u>32,679</u>	<u>360</u>	<u>33,039</u>	<u>40,381</u>

**7. CHARITABLE ACTIVITIES COSTS**

	Direct costs	Support costs (See note 8)	Totals
	£	£	£
Expenditure on charitable activities	<u>448,696</u>	<u>30,913</u>	<u>479,609</u>

**8. SUPPORT COSTS**

	Governance costs
	£
Expenditure on charitable activities	<u>30,913</u>

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

**Governance costs**

	Year Ended 31/3/18 Expenditure on charitable activities	Period 6/4/16 to 31/3/17 Total activities as restated
	£	£
Salaries & National Insurance	19,231	18,547
Utilities & Insurance	1,810	770
Repairs, renewals & maintenance	-	431
Office costs	1,972	1,755
Accountancy fees	4,590	3,090
Legal fees	3,310	2,613
	<u>30,913</u>	<u>27,206</u>

**SPRINGBOARD PROJECT**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31 MARCH 2018**

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

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

	Year Ended 31/3/18	Period 6/4/16 to 31/3/17 as restated
	£	£
Depreciation - owned assets	35,955	44,178
Surplus on disposal of fixed asset	<u>(11,000)</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 2018 nor for the period ended 31 March 2017.

**11. STAFF COSTS**

	2018 £	2017 £
Wages, Salaries and social security	<u>339,605</u>	<u>316,464</u>

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

	2018 FTE	2017 FTE
Direct charitable activity	<u>19</u>	<u>19</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 as restated
	£	£	£
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	240,226	189,854	430,080
<b>Charitable activities</b>			
Activities and membership	84,126	-	84,126
Other trading activities	11,984	-	11,984
Investment income	58	-	58
<b>Total</b>	<u>336,394</u>	<u>189,854</u>	<u>526,248</u>
<b>EXPENDITURE ON</b>			
Raising funds	40,381	-	40,381
<b>Charitable activities</b>			
Expenditure on charitable activities	<u>165,478</u>	<u>294,006</u>	<u>459,484</u>
<b>Total</b>	<u>205,859</u>	<u>294,006</u>	<u>499,865</u>

**SPRINGBOARD PROJECT**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31 MARCH 2018**

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

	Unrestricted fund	Restricted funds	Total funds as restated
	£	£	£
<b>NET INCOME/(EXPENDITURE)</b>	130,535	(104,152)	26,383
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	170,213	190,590	360,803
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>300,748</u>	<u>86,438</u>	<u>387,186</u>

**13. PRIOR YEAR ADJUSTMENT**

In 2017, a rent payment was incorrectly allocated and was not adjusted for as a prepayment therefore, a prior year adjustment has been made to correct this and the retained profit.

**14. TANGIBLE FIXED ASSETS**

	Property £	Fixtures and fittings £	Motor vehicles £	Website £	Totals £
<b>COST</b>					
At 1 April 2017	216,158	470,537	163,425	8,268	858,388
Additions	-	15,197	-	-	15,197
Disposals	-	-	(83,980)	-	(83,980)
At 31 March 2018	<u>216,158</u>	<u>485,734</u>	<u>79,445</u>	<u>8,268</u>	<u>789,605</u>
<b>DEPRECIATION</b>					
At 1 April 2017	48,995	393,507	148,838	8,267	599,607
Charge for year	2,882	28,210	4,863	-	35,955
Eliminated on disposal	-	-	(83,980)	-	(83,980)
At 31 March 2018	<u>51,877</u>	<u>421,717</u>	<u>69,721</u>	<u>8,267</u>	<u>551,582</u>
<b>NET BOOK VALUE</b>					
At 31 March 2018	<u>164,281</u>	<u>64,017</u>	<u>9,724</u>	<u>1</u>	<u>238,023</u>
At 31 March 2017	<u>167,163</u>	<u>77,030</u>	<u>14,587</u>	<u>1</u>	<u>258,781</u>

**15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2018	2017 as restated
	£	£
Other debtors	<u>74,241</u>	<u>74,285</u>

**SPRINGBOARD PROJECT**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31 MARCH 2018**

**16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2018	2017 as restated
	£	£
Trade creditors	922	-
Social security and other taxes	5,782	3,377
Other creditors	55,663	53,421
	<u>62,367</u>	<u>56,798</u>

**17. MOVEMENT IN FUNDS**

	At 1/4/17	Prior year adjustment	Net movement in funds	At 31/3/18
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	295,748	5,000	7,382	308,130
<b>Restricted funds</b>				
Capital works	50,216	-	15,529	65,745
Minibuses	24,587	-	-	24,587
Lift Project	4,564	-	(2,593)	1,971
Sutton short breaks	49,030	-	(2,171)	46,859
West Sussex short breaks	(34,119)	-	9,764	(24,355)
Crawley House	(7,840)	-	(27,118)	(34,958)
	<u>86,438</u>	-	<u>(6,589)</u>	<u>79,849</u>
<b>TOTAL FUNDS</b>	<u>382,186</u>	<u>5,000</u>	<u>793</u>	<u>387,979</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	359,621	(352,239)	7,382
<b>Restricted funds</b>			
Capital works	25,685	(10,156)	15,529
Sutton short breaks	22,000	(24,171)	(2,171)
West Sussex short breaks	77,127	(67,363)	9,764
Crawley House	29,008	(56,126)	(27,118)
Lift Project	-	(2,593)	(2,593)
	<u>153,820</u>	<u>(160,409)</u>	<u>(6,589)</u>
<b>TOTAL FUNDS</b>	<u>513,441</u>	<u>(512,648)</u>	<u>793</u>

**SPRINGBOARD PROJECT**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31 MARCH 2018**

**17. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 6/4/16 £	Net movement in funds £	At 31/3/17 £
<b>Unrestricted Funds</b>			
General fund	170,213	130,535	300,748
<b>Restricted Funds</b>			
Capital works	60,372	(10,156)	50,216
Minibuses	19,249	5,338	24,587
Lift Project	7,157	(2,593)	4,564
Sutton short breaks	42,877	6,153	49,030
West Sussex short breaks	34,512	(68,631)	(34,119)
Crawley House	26,423	(34,263)	(7,840)
	<u>190,590</u>	<u>(104,152)</u>	<u>86,438</u>
<b>TOTAL FUNDS</b>	<u>360,803</u>	<u>26,383</u>	<u>387,186</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	336,394	(205,859)	130,535
<b>Restricted funds</b>			
Capital works	9,604	(19,760)	(10,156)
Minibuses	19,450	(14,112)	5,338
Sutton short breaks	54,750	(48,597)	6,153
West Sussex short breaks	66,050	(134,681)	(68,631)
Crawley House	40,000	(74,263)	(34,263)
Lift Project	-	(2,593)	(2,593)
	<u>189,854</u>	<u>(294,006)</u>	<u>(104,152)</u>
<b>TOTAL FUNDS</b>	<u>526,248</u>	<u>(499,865)</u>	<u>26,383</u>



**17. MOVEMENT IN FUNDS - continued**

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.

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.

**18. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 March 2018.

**19. ULTIMATE CONTROLLING PARTY**

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

**20. FUNDING/GOING CONCERN**

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 2018**

	Year Ended 31/3/18 £	Period 6/4/16 to 31/3/17 as restated £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	79,930	117,906
Grants receivable	303,897	312,174
	<u>383,827</u>	<u>430,080</u>
<b>Other trading activities</b>		
Room Hire	14,368	11,984
<b>Investment income</b>		
Interest	47	58
<b>Charitable activities</b>		
Activities	68,523	54,559
Membership	35,676	29,567
	<u>104,199</u>	<u>84,126</u>
<b>Other income</b>		
Gain on sale of tangible fixed assets	11,000	-
	<u>513,441</u>	<u>526,248</u>
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Salaries & National insurance	27,683	31,563
Office costs	1,343	3,409
Travel	2,515	2,245
Publicity	1,498	3,164
	<u>33,039</u>	<u>40,381</u>
<b>Charitable activities</b>		
Salaries & National insurance	31,440	45,099
Activity schemes	285,882	256,476
Staff training and recruitment	4,732	4,821
Repairs, renewals and maintenance	10,227	16,811
Stagelands rent	20,000	20,000
Utilities & Insurance	27,286	16,195
Office costs	21,648	7,259
Travel	11,526	21,439
Depreciation	35,955	44,178
	<u>448,696</u>	<u>432,278</u>
<b>Support costs</b>		

This page does not form part of the statutory financial statements

**SPRINGBOARD PROJECT****DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2018**

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	Year Ended 31/3/18	Period 6/4/16 to 31/3/17 as restated
	£	£
<b>Governance costs</b>		
Salaries & National Insurance	19,231	18,547
Utilities & Insurance	1,810	770
Repairs, renewals & maintenance	-	431
Office costs	1,972	1,755
Accountancy fees	4,590	3,090
Legal fees	3,310	2,613
	<hr/>	<hr/>
	30,913	27,206
<b>Total resources expended</b>	512,648	499,865
	<hr/>	<hr/>
<b>Net income</b>	793	26,383
	<hr/>	<hr/>

This page does not form part of the statutory financial statements

