

Annual Report

For the year ended 31 March 2026

Charity Number : 1045411 and SC040506. Company Registration Number : 03031621

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THE SPRINGBOARD CHARITY

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

Charity Number : 1045411 and SC040506

Company Registration Number: 03031621

THE SPRINGBOARD CHARITY

DIRECTORS REPORT

ABOUT SPRINGBOARD

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THE SPRINGBOARD CHARITY

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	**The Trustees serving during the year and since the year end were:**
	Allister Richards (chair)
	Tim Adams
	Jon Dale (appointed 17 December 2025)
	Jennifer Earland (resigned 17 December 2025)
	Michael Fanner (appointed 17 December 2025)
	Fiona Hamilton (appointed 17 December 2025)
	Kay Harriman (resigned 17 December 2025)
	Kate Nicholls
	Jean Renton (appointed 11 July 2025)
	Philip Richardson
	Leni Savva (appointed 17 December 2025)
	Gareth Sharpe (resigned 17 December 2025)
	Michael Taylor
	Alex Wilson
	Nicola Wilton (appointed 17 December 2025)
	Aisling Zarraga (resigned 17 December 2025)

The number of Trustees shall not be less than 3. The Trustees, who are also directors of the Charity for the purposes of the Companies Act, are appointed by the Board of Trustees, following recommendations from the Governance Committee.

Chief Executive	Chris Gamm
Secretary	Mandan Safdari
Principal & Registered Office	Coopers' Hall, 13 Devonshire Square, London, EC2M 4TH
Company Number	03031621
Charity Number	1045411 (England and Wales)
	SC040506 (Scotland)
Independent Auditor	Buzzacott Audit LLP, 130 Wood Street, London, EC2V 6DL
Solicitor	Dentons UKMEA LLP, The Pinnacle, 170 Midsummer Boulevard,
	Milton Keynes, MK9 1FE
Banker	NatWest Bank Plc, 250 Bishopsgate, London, EC2M 4AA

ABOUT SPRINGBOARD



Changing lives through hospitality

Every day, Springboard helps people who feel overlooked, uncertain or excluded discover confidence, purpose and opportunity through hospitality.

Whether it is a young person finding direction for the first time, someone rebuilding their life after hardship, or an employer searching for committed talent, Springboard creates connections that change futures.

Last year alone, thousands of people found training, confidence and employment through our programmes, opening doors to lasting careers and brighter futures.

Key impact highlights

- 5,109 people supported into hospitality jobs or education
- 77% of people who completed a Springboard programme secured work in the hospitality sector
- 86% of trainees remained in work after 12 months
- 29,308 pupils engaged through school and careers programmes

"Springboard gave me a fresh start. I love my job and the people I work with." – *Julianne*



Our mission

Springboard exists to change lives and unlock potential through careers in hospitality and tourism.

We help people of all ages, particularly those facing barriers or disadvantage, gain the confidence, skills and opportunities to build sustainable futures.

At the same time, we help hospitality businesses build a stronger, more inclusive and more resilient workforce for the future.

The difference Springboard made last year

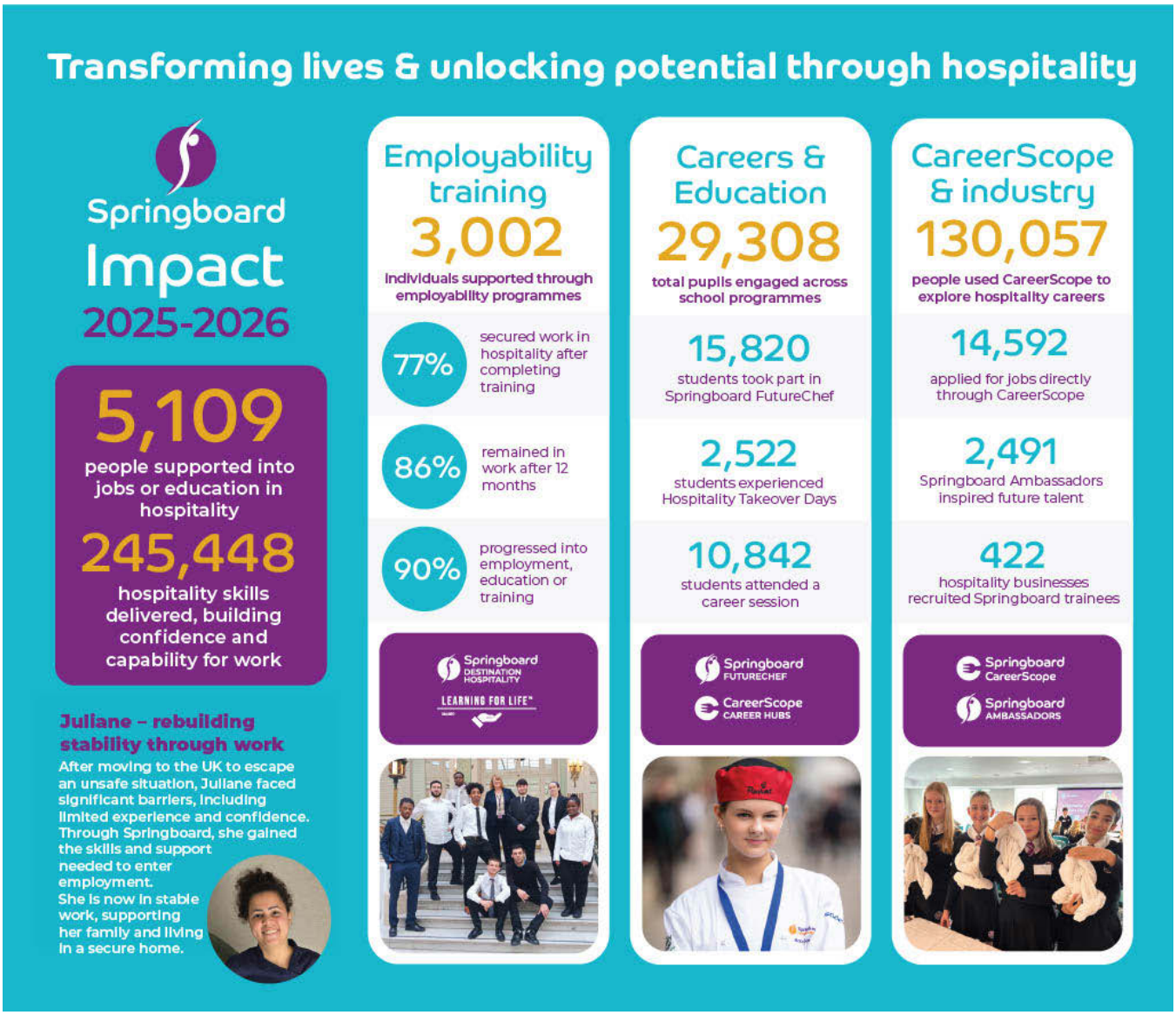
5,109 people supported into jobs or education
Helping individuals build independence, confidence and long-term opportunities through hospitality.

245,448 hospitality skills delivered
Building confidence, capability and employability across the hospitality sector.

29,308 young people engaged through careers activity
Helping students discover the creativity, progression and opportunity hospitality can offer.

86% remained in employment after 12 months
Demonstrating the lasting impact of Springboard's support and employer partnerships.

130,057 people used CareerScope
Helping individuals explore opportunities and take practical next steps towards hospitality careers.



ABOUT SPRINGBOARD

Our structure

Springboard comprises two interdependent organisations, **The Springboard Charity** and **Springboard UK**, working together to support people into employment and strengthen the hospitality workforce.

The Springboard Charity

- Inspires young people to explore hospitality careers through schools, colleges and universities.
- Supports people facing barriers to employment through training, mentoring and work placements.
- Helps individuals gain confidence, skills and sustainable employment

Springboard UK

- Promotes hospitality as a rewarding career choice.
- Connects employers with future talent.
- Supports businesses to attract, engage and retain skilled people.

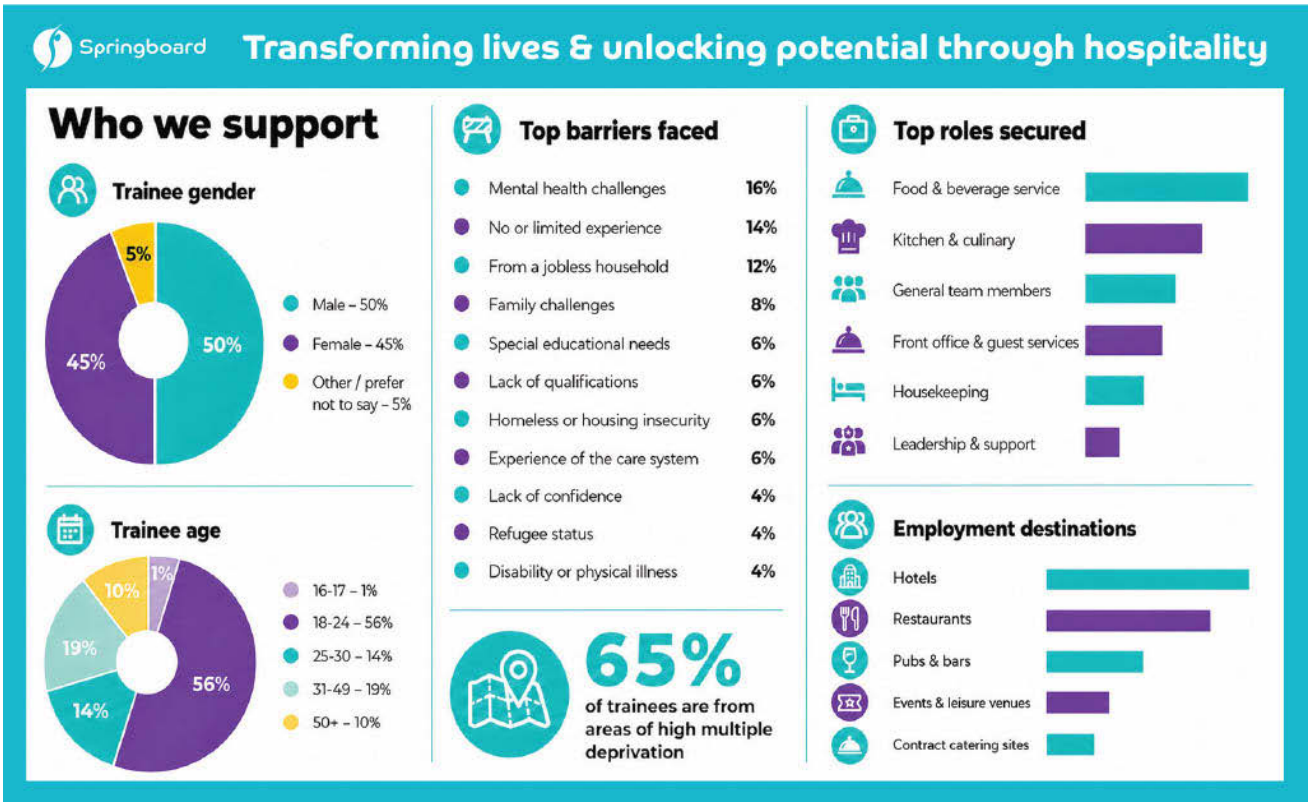
Together, we help tackle unemployment, improve social mobility and create opportunities through hospitality.

Who we work with

Springboard supports people at every stage of their journey into hospitality.

From school pupils discovering careers for the first time, to young people who are not in education, employment or training (NEETs) looking for a route into work, and adults rebuilding confidence after unemployment, we help people unlock opportunities and fulfil their potential.

We also work closely with hospitality employers to create pathways into sustainable employment and long-term careers helping to build a diverse and skilled workforce while supporting those who face barriers to accessing opportunity.



Chair's review

This year has reinforced the continuing importance of Springboard's mission: changing lives and unlocking potential through hospitality. At a time when many people face barriers to work and the sector continues to experience recruitment challenges, our role in connecting talent with opportunity remains as relevant as ever.

Over the past year, Springboard has once again made a profound difference. From school classrooms to training kitchens, and from careers fairs to workplace inductions, we have seen lives transformed through the power of hospitality and the support of our programmes.

Crucial to this success is the ongoing commitment of our industry partners. Employers continue to provide placements, interview opportunities, mentoring and employment routes that enable our trainees to take their first or next step into work. Their engagement ensures our programmes remain practical, relevant and aligned to workforce needs.

We are equally grateful to our funders and supporters, whose continued investment allows this work to happen at scale and ensures those facing disadvantage are not excluded from opportunity.

I would also like to thank my fellow trustees for their ongoing support and challenge, and the executive team and wider staff for their dedication and professionalism throughout the year.



As we look ahead, we remain focused on strengthening our impact, supporting the future workforce and ensuring hospitality continues to change lives across the UK.

Allister Richards, Chair, Springboard

CEO's review

This year's impact is best understood through the people we support and the opportunities created for them. At our Awards for Excellence in April, four finalists for the Fiona Colley Trainee of the Year Award shared powerful examples of individuals overcoming significant personal challenges and rebuilding their lives through training, structure and employment.

One finalist, Juliane, spoke about arriving in the UK feeling isolated and unable to find work: "Now I'm working for Hilton in York, I can now provide for my son, I am in a stable job and we have our own flat. I'm proud of everything in my life." Kaleem described how Springboard helped him rediscover confidence during a difficult period in his life: "I got excited for the first time – I thought yeah, this is what I want to be doing." Award winner Nicola reflected on the confidence she gained through training and employment, saying: "After only being here for six weeks, I was voted employee of the month." Laura, who had faced years of setbacks, summed up her experience simply: "Springboard has opened so many doors for me."

Their experiences are echoed across our programmes every day and underline why Springboard's work matters.

This year, we supported 3,002 individuals through employability programmes, inspired 29,308 students, equipped them with 245,448 hospitality skills, and helped 5,109 people into jobs or further education. These outcomes reflect the scale of need and the reach of our work across the UK.

This work is only possible because of the continued support of partners across the hospitality sector who provide placements, employment opportunities and on-the-job support for our trainees. We also value the support of Barclays, Diageo, Savoy Educational Trust and all our funders whose investment enables us to reach people who might otherwise be excluded from opportunity.

To our partners, patrons, ambassadors, supporters and, most importantly, our team: thank you. Your time, trust and commitment continue to create opportunities and deliver lasting impact.



Springboard exists to open doors that would otherwise remain closed. This year's results demonstrate the difference strong partnerships and practical training can make.

Chris Gamm, Chief Executive Officer, Springboard



Employability training

Many people arrive at Springboard lacking confidence, direction or recent work experience.

Our employability programmes help individuals build practical hospitality skills, rediscover confidence and take their first steps into sustainable employment.

Impact highlights

- 3,002 people supported through employability programmes
- 77% secured work in hospitality after completing a programme
- 86% remained in employment after 12 months
- 90% progressed into employment, education or further training

Springboard supports individuals facing barriers to employment through tailored programmes that combine practical hospitality training with mentoring, coaching and ongoing support.

Our programmes include:

- Soft skills development, including confidence building, communication and teamwork
- Hospitality training such as barista skills, food preparation and customer service
- Employability coaching, including CV writing and interview preparation
- Work placements with hospitality employers
- Ongoing mentoring and in-work support

Delivered with the support of partners including Diageo, Barclays and Savoy Educational Trust, our Into Work programmes help individuals build confidence, gain experience and secure meaningful careers.

"I got excited for the first time – I thought, yes, this is what I want to be doing." *– Kaleem*





Careers & education programmes

Springboard helps young people discover that hospitality can offer creativity, confidence, progression and rewarding long-term careers.

Through hands-on experiences, industry encounters and employer partnerships, we help young people see opportunities they may never previously have considered.

Impact highlights

- 29,308 pupils engaged through school programmes
- 15,820 students took part in FutureChef
- 2,522 students experienced Hospitality Takeover Days
- 10,842 students attended a career session

Our programmes

FutureChef introduces young people aged 12–16 to cooking, hospitality and food careers through a national schools programme and competition. Students develop practical kitchen skills, confidence and creativity while learning directly from hospitality professionals and mentors.

Hospitality Takeover Days give students hands-on experience across hospitality roles including food preparation, events, mixology and customer service.

These experiences help bring the industry to life and showcase the breadth of opportunities available.

Career Hubs connect young people with industry professionals through interactive digital events, talks and Q&A sessions.

Summer Kickstart supports school leavers through employability training, industry visits, work placements and interviews.

"FutureChef opened doors I never imagined and gave me the chance to experience real professional kitchens and the wider hospitality industry." *Carys Williams, 2025 FutureChef Champion*



CareerScope & industry

CareerScope helps people explore opportunities, build confidence and take practical next steps towards careers in hospitality.

Whether someone is searching for their first job, changing direction or looking for support, the platform provides accessible careers guidance, training resources, live vacancies and pathways into employment.

Alongside CareerScope, Springboard's Ambassador network and employer partnerships help connect people directly with the industry — bringing careers to life and creating real opportunities across the UK.

Impact highlights

- 130,057 people explored hospitality careers through CareerScope
- 14,592 job applications were made directly through the platform
- 2,772 people joined a Springboard training programme
- 2,491 Springboard Ambassadors supported careers activity and mentoring
- 422 hospitality businesses recruited Springboard trainees

Connecting people with industry

Springboard Ambassadors play a vital role in inspiring future talent and supporting people into employment.

Across schools, colleges, careers events and employability programmes, ambassadors share their experience of working in hospitality, provide mentoring and help individuals better understand the opportunities available within the sector.

Their support helps young people and jobseekers gain confidence, build networks and see hospitality as a career where they can thrive.

"My programme manager put me in touch with the general manager at the Maldron Hotel Newcastle and I was brought in for an interview. I was delighted to be successful." *- Leon*



Employer partnerships

Springboard works with hospitality employers across the UK to create pathways into sustainable employment and long-term careers.

Recruiting partners span hotels, restaurants, pubs, bars, leisure venues and contract catering businesses, including Hilton, IHG, Hyatt, Leonardo, Premier Inn, McDonald's, Ivy Collection, Nando's, Wagamama, Greene King, Mitchells & Butlers, Compass Group, BaxterStorey and Sodexo.

These partnerships help ensure trainees gain access to real opportunities, practical experience and supportive workplaces where they can grow and progress.



"Springboard shares our passion for hospitality as a lifelong career. Their work supporting unemployed and disadvantaged people into the industry has the power to create real change." *– Noble Rot*

Our patrons and supporters

We are hugely grateful to all the organisations, businesses, individuals and partners who support our work. Their funding, mentoring, volunteering and advocacy play a vital role in helping Springboard transform lives through hospitality.

Life patrons

Stephen Moss
John Bennett
Raymond Blanc
Ian Carter
Linda Halliday
Julia Hands
Geoffrey Harrison
John Hyde
Tim Jones
Andy Kemp
Derek Mapp
Vince Pearson
Norman Springford
Alastair Storey
James Thomson
Bill Toner
Charles Wilson
Keith Wilson

Patrons

Neville Abraham
Paul Ainsworth
Nigel Anker
Surinder Arora
Abraham Bejerano
John Bennett
Vinu Bhattessa
Michael Cannon
Bob Cotton
David Coubrough
Simon Esner
Sir Rocco Forte
Neil Goulden
Ian Graham
Michael Hirst
Phil Hooper
Hannah Horler
James Horler
Amanda Hyndman
Sam Lee
Simon Lester
David Levin
Francis Mackay
Noel Mahoney
Chris Mapp
Ranjit Mathrani
Namita Panjabi
Anton Mosiman
Harry Murray
David Noble
Sue Parfett
Anne Pierce
Sally Prescott
Ian Prosser
Matthew Przyborowski
Michel Roux Jr
David Rugg
Nick Scade
Robin Sheppard
Mike Smith
Jane Sunley
Janice Talkington
Tevin Tobun
Paul Turner
Bob Walton
David Wilkinson
Keith Williams
Edward Wojakovski

Lead partners

Barclays
Diageo
Savoy Educational Trust

Funding partners

29th May 1961 Charitable Trust
Annandale and Nithsdale Community Benefit Company
Castansa Trust
CHK Foundation
Compass Foundation
Fairer Futures
Fidelity UK Foundation
Gallaher Trust
Gannochy Trust
Garfield Weston Foundation
Gerald and Gail Ronson Family Foundation
Hilton UK Foundation
Holywood Trust
Hugh Fraser Foundation
Inspire Hounslow
John Lyons Charity
London Freemasons Charity
Lord Forte Foundation
Moondance Foundation
N Power Business Solutions Foundation
National Lottery Awards For All England
National Lottery Awards For All Scotland
National Lottery Awards For All Wales
Portal Trust
PM Trust
Scottish Children's Lottery
Skills Development Scotland
St James's Place Charitable Foundation
Tomoro Foundation
William A Cadbury Trust
Worshipful Company of Cooks
Worshipful Company of Innholders

Supporting partners

Arena Networking
Be Inclusive Hospitality
British Institute of Innkeeping
Craft Guild of Chefs
Highfield
Hospitality Action
Hospitality Connect
Institute of Hospitality
Job Centre Plus
Licensed Trade Charity
Movement to Work
UK Hospitality
Scottish Tourism Alliance
Skills Development Scotland
The Caterer

Corporate partners

Berkeley Scott
Bidfood
Boyes Turner
Caffeine Limited
Caterer.com
Country Range Group
Dr Oetker
Hit Training
Hendersons
Indeed Flex
James Hallam
Juniper Ventures
Lockhart Catering
Mapal
Mondelez
Neste Professional
Redd Media
Soho Sandwich Co
Sybron
Unilever
Vanguard
Wellocks

Business partners

5 Hertford Street
Apex Hotels
Aramark
BaxterStorey
Bill's
Brewhouse & Kitchen
Caprice Holdings
CH&Co
Compass Group
Delaware North
Dorchester Collection
Elior
Flat Iron
Gleneagles
Greene King
Handpicked Hotels
Harrison Catering
Hawksmoor
Hilton
IHG
Klarent Hospitality
Leonardo Hotels
Liberation Group
Lore Group
Marriott
Mandarin Oriental
Mitchell's & Butlers
Nando's
Noble Rot
Park Plaza Hotels Europe
Punch Pubs
Rare Restaurants
Royal Navy
RBH Hotels
Signature Pub Group
Sodexo
Starbucks
Sutton Hotel Collection
The Athenaeum
The Belfry Hotel & Resort
The Ivy Collection
The Langham
The Ritz
Trafalgar Theatres
Valor Hospitality
Wolseley Hospitality Group
Z Hotels

REPORT OF THE TRUSTEES

Governance report

The trustees present their report, which includes the activity review on pages 6 to 10, together with the consolidated financial statements of the Charity and its subsidiary for the year ended 31 March 2026. The financial statements comply with all statutory requirements and the requirements of the Charity's governing document.

This report equates to a directors' report as required by Part 15 of the Companies Act 2006 and this has also been prepared in accordance with the Charities Act 2011 and the Accounting and Reporting by Charities: Statement of Recommended Practice.

Objectives, activities and future plans

The charity's objects contained in the articles of association are:

- The advancement in life and education of young people under the age of 25 by the provision of advice, training and skills courses that will enable them to obtain work experience and acquire and develop social skills to assist them to obtain work; (The Youth Education and Advancement Programmes);
- To relieve unemployment for the public benefit in such ways as may be thought fit, including the provision of assistance to unemployed people seeking employment in the fields of travel, tourism, leisure and hospitality; (The Employment Programmes); and
- The relief of poverty caused by disability, social or economic circumstances, by the provision of advice, training, skills courses and support (The Employment Programmes).

In fulfilling its objects, The Springboard Charity has focused its purpose to provide support to young people; unemployed adults; and people who live in poverty and/or face multiple challenges in securing gainful employment. The Charity aims to help each group better their prospects in life, attain economic wellbeing, through supporting entry into sustainable employment and fruitful careers in hospitality, leisure, and tourism.

As part of an ambitious new five-year strategy, Springboard aims to deliver 1 million new hospitality skills by 2030, creating opportunities for individuals while strengthening the industry workforce. Through a combination of employability training, industry-specific skills and hands-on experience, Springboard will equip people with the confidence, knowledge and practical abilities needed to thrive in hospitality careers.

Through this approach, Springboard will continue to address skills shortages, improve retention and support productivity across the hospitality industry, while building a sustainable pipeline of talent into employment.

Annual impact breakdown:

- 200,000 hospitality skills delivered each year
- 151,500 people benefiting from Springboard's programmes
- 2,500 people trained through employability courses
- 26,000 students taking part in careers & education activities
- 125,000 users of the CareerScope hospitality careers hub
  5,000 people supported into hospitality jobs or education

Public benefit

The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

The Springboard Charity's work delivers significant public benefit, focused as it is on helping young people achieve their potential, relieving unemployment or alleviating poverty. An overview of our activities in each of these areas is provided below.

REPORT OF THE TRUSTEES

Financial review

The financial statements have been prepared in accordance with applicable accounting standards, current statutory requirements, the requirements of the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" (SORP 2019), and the charity's governing document.

Total income for the year was £3,663,093 (2025: £3,690,292) and total expenditure was £3,511,972 (2025: £3,499,376) giving a net surplus of £151,121 (2025: £190,916).

Net assets totalled £1,907,774(2025: £1,756,653) with net current assets of £1,759,974(2025: £1,614,680). The liquid cash balance (accessible within one year) was £2,505,213 (2025: £2,377,074).

Fundraising approach

During the year, the Charity continued to develop a more balanced and resilient income portfolio aligned to its long-term strategy and target to build reserves equivalent to six months' operating costs.

Income is now structured across five principal streams:

- Trusts and foundations (£1.3m) remain a key source of funding for education and employment programmes, managed by the in-house fundraising team and senior leadership.
- Business and corporate partnerships (£1.6m) include long-term strategic relationships with industry partners such as Diageo and Barclays, supporting programme delivery and sector engagement.
- Public funding (£40k) includes local authority and government grants supporting regional delivery and targeted interventions.
- Events and sponsorship (£518k) are led by the marketing and events team and supported by the Fundraising Committee, contributing both income and stakeholder engagement.
- Individual giving (£102k) includes donations from patrons, hospitality professionals and third-party fundraising activity.
- Other income (£59k) includes rental income and interest received.

The Charity processes all donations and partnerships in-house, maintaining robust controls over fundraising, data protection and financial processes. No professional fundraisers were used during the year and no fundraising complaints were received.

Springboard is registered with the Fundraising Regulator, demonstrating its commitment to legal, open, honest and respectful fundraising practices.

All staff receive regular data protection training and communications are managed in line with privacy and consent requirements.

Reserves policy

The charity holds unrestricted reserves to ensure continuity of operations in the event of unforeseen income reduction.

The board's policy is to build unrestricted reserves to six months of projected operating expenditure by 2030, equivalent to approximately £1.7m. The reserves policy is reviewed annually by the trustees as part of the budget-setting and financial planning process. At 31 March 2026, free reserves totalled £1,400,881 (2025: £1,270,039).

Going concern

The financial statements have been prepared on a going concern basis. The trustees continue to monitor financial forecasts and cashflow projections on a regular basis.

REPORT OF THE TRUSTEES

Based on current forecasts, including an 18-month cashflow model and a strong pipeline of activity, the trustees consider there to be no material uncertainties regarding the Charity's ability to continue as a going concern.

Structure, governance and management

Board of trustees

The board of trustees is the governing body responsible for strategic direction and oversight of the Charity. The board meets at least four times per year.

The trading subsidiary has its own board comprising trustees and executive directors, responsible for oversight of trading activity and reporting to the main board.

Trustees who have been in office since 1 April 2025 are:

- Allister Richards, Chair, Springboard
- Tim Adams, sales & marketing director, Bidfood
- Jon Dale, Strategic Corporate Affairs, External Relations & ESG Lead, Punch Pubs (appointed 17 December 2025)
- Jennifer Earland, head of talent acquisition, Hawksmoor (resigned 17 December 2025)
- Michael Fanner, partner, Linklaters (appointed 17 December 2025)
- Fiona Hamilton, director of strategic growth, William Murray (appointed 17 December 2025)
- Kay Harriman, HR director, Hilton Worldwide (resigned 17 December 2025)
- Kate Nicholls, chief executive, UK Hospitality
- Philip Richardson, hospitality & leisure director, Barclays
- Leni Savva, chief financial officer, Elior (appointed 17 December 2025)
- Gareth Sharpe, chief finance officer, Compass Group UK & Ireland (resigned 17 December 2025)
- Michael Taylor, deputy master, Royal Household
- Alex Wilson, deputy train & hospitality manager, Britannic Explorer
- Nicola Wilton, regional HR business partner, Hilton Worldwide (appointed 17 December 2025)
- Aisling Zarraga, partner, Linklaters (resigned 17 December 2025)

Trustee recruitment, appointment and induction

Trustees are appointed by the board following recommendation from the Governance Committee.

Appointments are made against a skills and diversity matrix, reviewed annually. Trustees are appointed for an initial term of three years, renewable twice. Re-appointments beyond this are subject to governance committee approval based on continued contribution.

All new trustees receive a structured induction pack and participate in ongoing training and an annual board effectiveness review process.

Sub-committees

The Charity operates the following sub-committees, which report to the board:

Finance & resources committee

- Leni Savva (chair), chief financial officer, Elior

- Allister Richards
- Philip Richardson, hospitality & leisure director, Barclays
- Chris Gamm, chief executive officer, Springboard
- Kelly Johnstone, chief operating officer, Springboard
- Mandan Safdari, finance director, Springboard

Governance committee

- Michael Taylor (chair), deputy master, Royal Household
- Jon Dale, Strategic Corporate Affairs, External Relations & ESG Lead, Punch Pubs
- Michael Fanner, partner, Linklaters
- Nicola Wilton, regional HR business partner, Hilton Worldwide
- Chris Gamm, chief executive officer, Springboard
- Mandan Safdari, finance director, Springboard

Fundraising committee

- Louise Gallant (chair), head of publican & MP recruitment, Punch Pubs
- Helen Collingborn, head of food & hospitality, Speed Communications
- Frank Coughlan, executive head chef, BaxterStorey
- Jeni Edwards, business development director, Restaurant Associates
- Fiona Hamilton, managing director, William Murray
- Naz Haq, head of corporate procurement, Bidfood
- Hannah Horler, managing director, Cartwheel Recruitment
- Karen Jacques, founder, Sales and Marketing Solutions
- Elena Ladisova, vice president, Brookfield Asset Management
- Gary King, managing director, Collins King & Associates
- Joanne Roffey, senior customer development manager, Mondelez International
- Marc Saunders, director of marketing, Dominus
- Diana Spellman, founder, Partners in Purchasing
- Lorraine Wood, director, Arena

Marketing & PR committee

- Fiona Hamilton (chair), director of strategic growth, William Murray
- Britta Ashu, head of digital marketing, Bidfood
- Carla Burt, founder, Hue & Cry
- Helen Collingborn, head of food & hospitality, Speed Communications
- Newton Fernandez, head of e-commerce & digital marketing, Como Hotels & Resorts
- Claire Roper, marketing consultant
- Tony Sophoclides. Strategic affairs director, UK Hospitality
- James Stagg, editor, The Caterer
- Susan Wickes, managing director, Jellybean

REPORT OF THE TRUSTEES

Committee meeting frequencies remain unchanged: Finance & Resources (eight times per year), Fundraising and Marketing & PR (quarterly), Governance (twice yearly).

In addition, steering groups for employability and careers & education meet quarterly and provide sector insight and guidance from employers and industry stakeholders.

Volunteers (Ambassadors)

The Charity recognises the significant contribution made by its Ambassador network, which is integral to programme delivery and sector engagement.

The network comprises 2,491 volunteers drawn from across the hospitality industry and wider business community. Ambassadors contribute through a range of volunteering activities including mentoring beneficiaries, delivering careers talks, supporting mock interviews, participating in events and promoting hospitality careers to young people.

The network is supported through regular communications and engagement activity to help ensure consistency, safeguarding awareness and alignment with programme objectives.

This volunteer contribution significantly enhances both the reach and impact of Springboard's work and represents an important component of the Charity's delivery model.

Trustee responsibilities

The Trustees, who are also directors of the Springboard Charity for the purposes of company law, are responsible for preparing the Report of the Trustees 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 the group and of the income and expenditure of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and accounting estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.

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

So far as each of the trustees is aware at the time the report is approved:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

REPORT OF THE TRUSTEES

Risk management

The executive team and Governance Committee maintain the risk register, which is reviewed quarterly and approved by the Board.

During the year, the Charity further strengthened its risk management framework to support a more dynamic and responsive approach to organisational risk, with greater alignment between strategy, income generation, operational delivery and financial planning.

The Board and senior leadership team regularly review strategic, operational, financial and reputational risks, alongside mitigating actions and contingency planning. Particular focus has been placed on income diversification, cashflow resilience, cyber security, workforce capacity and safeguarding the Charity's reputation.

In May 2025, the risk register was comprehensively reviewed and updated by the Governance Committee, with changes approved by the trustees. The principal risks and mitigations are outlined below.

Economic climate impacting fundraising, sponsorship and business partnerships

- Increased focus on income diversification across trusts, corporate partnerships, philanthropy, events and digital fundraising.
- Development of a stronger and more balanced fundraising pipeline, with opportunities regularly qualified and reviewed against realistic conversion assumptions.
- Enhanced scrutiny of income forecasts, cashflow and expenditure through regular senior leadership and Finance & Resources Committee review.
- Greater involvement of senior leadership and trustees in major funding relationships and strategic partnerships.
- Continued focus on building unrestricted reserves to improve long-term resilience.
- Contingency planning and cost reduction measures incorporated into budget planning.

Adverse publicity and reputational risk

- Complaints, safeguarding and whistleblowing policies in place and regularly reviewed.
- Crisis communications support available through the Marketing & PR Committee and external specialists.
- Regular monitoring of complaints, grievances and stakeholder feedback by senior leadership and trustees.
- Approval processes in place for external communications, marketing materials and case studies.
- Ongoing focus on maintaining strong relationships with employers, funders and sector stakeholders.

Rising costs impacting cashflow and delivery

- Continued focus on operational efficiencies, including improved use of technology and streamlined processes.
- Monthly budget monitoring and forecasting in place, overseen by the Finance & Resources Committee.
- Strict authorisation controls and expenditure management procedures maintained.
- In-kind partnerships and pro bono support secured where appropriate to reduce delivery costs.
- Scenario planning undertaken to assess the impact of changing economic conditions and funding levels.

Adequate levels of trainee referrals and programme engagement

- Ongoing engagement with Jobcentre Plus, local authorities, education providers and referral partners.
- Regional campaigns and employer-led engagement activity to increase awareness of opportunities
- Increased use of digital marketing, social media and PR to promote programmes and careers in hospitality.
- Continued development of CareerScope and online engagement channels to widen reach and accessibility.
- Strong employer partnerships supporting referrals, placements and progression opportunities.

Cyber security and data protection

- Business continuity and incident response plans in place and regularly reviewed.
- Mandatory cyber security, information security and data protection training completed by staff.
- External IT support and security monitoring arrangements maintained.
- Anti-virus, anti-spam and malware protection systems in place, alongside phishing simulation exercises.
- Cyber insurance and data recovery procedures maintained to minimise operational disruption.

Workforce and employment risks

- Clear HR policies, procedures and governance arrangements in place across recruitment, performance and wellbeing.
- Competency-based recruitment processes, references, qualification checks and DBS checks maintained where appropriate.
- Ongoing leadership development, wellbeing support and EDI training provided to staff.
- Use of HR systems and regular policy reviews to ensure compliance with employment legislation and good practice.
- Health & safety procedures and training maintained across the organisation.

Equity, diversity and inclusion

At Springboard, we are committed to fostering a culture of equity, diversity and inclusion (EDI) across our organisation. We aim to build a team that reflects our values and is proud to contribute to a welcoming, respectful and inclusive workplace. We are dedicated to eliminating unlawful discrimination and promoting fairness in how we support both colleagues and the people and organisations we work with.

We want our workforce to be representative of the communities we serve, and for every employee to feel respected, empowered and supported to thrive and contribute their best. Our EDI strategy is overseen by a dedicated working group comprising colleagues from across the organisation and is designed to:

- Cultivate a culture where diversity and inclusion are embedded throughout our work.
- Support and develop our people to grow and excel, celebrating their unique backgrounds and experiences.
- Operate with integrity, respect and empathy in all our interactions with colleagues, partners and the wider community.

During the year, we continued to strengthen our commitment to EDI through a range of initiatives. These included delivering training on EDI awareness, unconscious bias and mental health, maintaining our status as a Disability Confident Leader, reviewing recruitment processes and interview questions to

promote fairness and accessibility, and ensuring employment policies remain aligned with current legislation and best practice.

We also launched our first EDI blog, introduced demographic monitoring through CareerScope to help us better understand and support our beneficiaries, enhanced recruitment materials to improve accessibility for candidates, and delivered menopause awareness sessions for colleagues. Throughout the year, we celebrated key inclusion events and awareness campaigns, helping to promote understanding and encourage meaningful conversations across the organisation.

Our commitment to equity, diversity and inclusion is also reflected in feedback from colleagues. In our 2025 employee survey, 93% of employees reported being satisfied with their experience of working at Springboard, while 100% agreed that people from all backgrounds can join and thrive within the organisation, an increase from 95% in 2024 and 87% in 2023. In addition, 85% of employees felt confident that Springboard's efforts to promote equity, diversity and inclusion are effective, with the remaining 15% somewhat agreeing. Many colleagues highlighted the organisation's culture as one of the reasons they enjoy working at Springboard. Employee retention has also improved significantly, with staff turnover reducing from 36.97% in 2022/23 to 16.57% in 2025/26.

In 2025, we launched a new three-year EDI strategy focused on three priorities: strengthening internal awareness and learning, increasing the visibility of our EDI commitments, and improving representation through more inclusive storytelling. Planned actions include expanding EDI resources and communications for colleagues, enhancing the visibility of EDI across our digital channels, and ensuring that the diversity of the people we support, employ and work alongside is better reflected in our communications and public engagement.

Sustainability & ESG

Springboard is committed to operating responsibly and embedding environmental and social sustainability considerations across its activities, programmes and partnerships. As a charity focused on improving employability and social mobility, our work delivers positive social impact by creating pathways into sustainable careers and helping to build a more diverse and inclusive hospitality workforce.

Environmental sustainability is increasingly considered within programme design and operational delivery. Across the organisation, greater use of digital learning, blended delivery models and online resources has reduced the need for printed materials and unnecessary travel, while also improving accessibility for beneficiaries, employers and partners. CareerScope continues to play an important role in providing online careers information, learning resources and employability support.

During the year, Springboard also undertook its largest technology recycling initiative since 2016. A total of 10 mobile devices and 70 laptops were securely decommissioned and recycled through an approved recycling partner, ensuring that all data was removed and equipment disposed of in an environmentally responsible manner. This initiative helped reduce electronic waste and supports our wider commitment to sustainable operational practices. Work is also underway to remove legacy server infrastructure, which will further improve efficiency and reduce environmental impact.

Sustainability remains an important focus within FutureChef. At the national final, competitors were challenged to create an entirely plant-based menu, encouraging awareness of sustainable food practices and evolving industry trends among young people entering hospitality careers. The programme also continues to use regional heats, reusable competition materials and digital learning resources to minimise environmental impact where practical.

The Charity's Environmental Sustainability Policy provides guidance on responsible procurement, efficient use of technology, reduction of paper-based resources and the appropriate disposal of equipment. Sustainability considerations continue to be incorporated into operational planning, programme delivery and staff development activities in a way that is proportionate to the charity's size, resources and mission.

REPORT OF THE TRUSTEES

Legal status

The Springboard Charity is limited by guarantee and does not have share capital. Consent has been obtained for the omission of the word "Limited" from the name of the company, under the terms of Section 30, Companies Act 2006. It is a registered charity, number 1045411 (England and Wales) and number SC040506 (Scotland). The Charity's status was formalised in the Memorandum of Association dated 17 February 1995, and updated as Articles of Association in June 2021.

The charity has a trading subsidiary, Springboard UK Limited. As well as taking responsibility for raising funds for the charity, the trading subsidiary promote careers, attracts talent to it, provides opportunities for staff development, and supports the delivery of social responsibility priorities to businesses in and associated with hospitality, leisure, and tourism.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Approved by the trustees on 30/09/2026 and signed on their behalf by:



Chair of trustees

Allister Richards

INDEPENDENT AUDITOR'S REPORT

Opinion

We have audited the financial statements of The Springboard Charity (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2026 which comprise the group statement of financial activities, group and charitable parent company balance sheets and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2026 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which is also the directors' report for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- proper and adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

INDEPENDENT AUDITOR'S REPORT

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the Senior Statutory Auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector;

- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;

- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the group. These included but were not limited to the Charities Act 2011, Charities Accounts (Scotland) Regulations 2006 (as amended), Companies Act 2006 and data protection legislation.

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence and reviewing meeting minutes.

We assessed the susceptibility of the group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of meetings and
- enquiring of management and those charged with governance as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's trustees as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott Audit LLP

Hugh Swainson (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 01 October 2026

Buzzacott Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

THE SPRINGBOARD CHARITY

GROUP STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2026

	Notes	Unrestricted Funds £	Restricted Fund £	2026 Total £	2025 Total £
Income from:					
Donations and legacies	4	**114,206**	**2,715,913**	**2,830,119**	2,872,700
Other trading activities	4	**733,950**	**—**	**733,950**	671,430
Charitable activities	4	**—**	**40,228**	**40,228**	94,224
Investment income		**58,796**	**—**	**58,796**	51,938
Total Income		**906,952**	**2,756,141**	**3,663,093**	3,690,292
Expenditure on:					
Raising funds:					
Trading Expenses	5	**737,349**	**—**	**737,349**	580,644
Fundraising Activity Costs	5	**15,828**	**203,004**	**218,832**	230,230
Charitable Activities:					
Youth Education	5	**—**	**322,755**	**322,755**	346,116
Youth Advancement	5	**—**	**306,877**	**306,877**	341,502
Employment Programmes	5	**17,106**	**1,909,053**	**1,926,159**	2,000,884
Total Expenditure		**770,283**	**2,741,689**	**3,511,972**	3,499,376
Net income and movement in funds		**136,669**	**14,452**	**151,121**	190,916
Total funds brought forward at 1 April 2025		**1,412,014**	**344,639**	**1,756,653**	1,565,737
Total funds carried forward at 31 March 2026	12	**1,548,683**	**359,091**	**1,907,774**	1,756,653

All activities are continuing and there were no other gains and losses other than stated above.

The notes on pages 28 to 43 form part of these financial statements.

CONSOLIDATED AND CHARITY BALANCE SHEETS

AS AT 31 MARCH 2026

	Notes	Group 2026 £	Group 2025 £	Charity 2026 £	Charity 2025 £
FIXED ASSETS					
Tangible assets	8	**58,442**	33,978	**—**	—
Intangible fixed assets	9	**89,358**	107,995	**—**	—
		147,800	141,973	**—**	—
CURRENT ASSETS					
Debtors	10	**171,042**	240,659	**48,494**	94,404
Short term deposits		**1,050,000**	900,000	**1,050,000**	900,000
Cash at bank		**1,455,213**	1,477,074	**1,325,566**	1,415,273
		2,676,255	2,617,733	**2,424,060**	2,409,677
CREDITORS: amounts falling due within one year	11	**(916,281)**	(1,003,053)	**(703,195)**	(887,589)
NET CURRENT ASSETS		**1,759,974**	1,614,680	**1,720,865**	1,522,088
NET ASSETS		**1,907,774**	1,756,653	**1,720,865**	1,522,088
FUNDS					
Restricted funds		**359,091**	344,639	**359,091**	344,639
Unrestricted Funds					
. Tangible fixed assets fund		**147,800**	141,973	**—**	—
. General funds		**1,400,883**	1,270,041	**1,361,774**	1,177,449
	12	**1,907,774**	1,756,653	**1,720,865**	1,522,088

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



.....

Date: 30/09/2026

Allister Richards

Chairman

The notes on pages 28 to 43 form part of these financial statements.

THE SPRINGBOARD CHARITY

CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	£	2025 £	£
Cash flows from operating activities				
Net income	**151,121**		190,916	
Depreciation charge	**18,237**		14,701	
Amortisation charge	**44,942**		56,131	
Investment Income	**(38,716)**		(38,675)	
Decrease in debtors	**69,617**		74,591	
(Increase) decrease in creditors	**(86,772)**		53,005	
Net cash provided by operating activities		**158,429**		350,669
Cash flows from investing activities				
Purchase of tangible fixed assets	**(42,701)**		(4,652)	
Purchase of intangible fixed assets	**(26,305)**		(37,314)	
Interest from short term deposit account	**38,716**		38,675	
Withdrawal of short term deposits	**900,000**		900,000	
Purchase of short term deposits	**(1,050,000)**		(900,000)	
Net cash used in investing activities		**(180,290)**		(3,291)
Movement in cash		**(21,861)**		(347,378)
Cash and cash equivalents at the beginning of the period		**1,477,074**		1,129,696
Cash and cash equivalents at the end of the period		**1,455,213**		1,477,074
Analysis of cash and cash equivalents				
Cash at bank and in hand		**1,455,213**		1,477,074
		1,455,213		1,477,074

Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	Other non-cash changes £	**At 31 March 2026 £**
Cash	1,477,074	(21,861)	**—**	**1,455,213**
Total	1,477,074	(21,861)	**—**	**1,455,213**

The notes on pages 28 to 43 form part of these financial statements.

1. ACCOUNTING POLICIES

(a) General information

The Springboard Charity is a charitable company is limited by guarantee and incorporated in England and Wales (Company number 03031621). The registered office is:

Coopers Hall
13 Devonshire Square
London, EC2M 4TH

(b) Basis of preparation

The financial statements are prepared under the historical cost convention. The financial statements have been prepared in accordance with the 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) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Springboard Charity is a public benefit entity as set out in section 3 of FRS 102. The financial statements are presented in sterling and rounded to the nearest pound.

(c) Basis of consolidation

The Statement of Financial Activities (SOFA) and Balance Sheet consolidate the financial statements of the Charity and those of its subsidiary undertakings. The results of the subsidiaries are consolidated on a line-by-line basis on an acquisition basis from the date control passes to the Charity.

(d) Going concern

The trustees have considered the requirement that the financial statements should be prepared on a going concern basis. The trustees and finance & resources committee continue to regularly review the financial forecasts and in producing this statement have taken account of the possible impact on the income and ability of the charity to deliver its services.

Taking into account the current environment, the improved financial position and strong pipeline of activity, the trustees have concluded that there are no material uncertainties about the charitable company's ability to continue as a going concern.

(e) Income

Donations including corporate and business partnership contracts and donation via service agreements are recognised when receivable or when the Charity becomes legally entitled to them and they can reasonably be measured in financial terms. Events income is received from the sale of entry tickets, raffle tickets and donations made via fundraising through each event. All income is recognised once the charitable company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants from trusts, foundations and public funding are recognised when receivable. In the event that a grant is subject to conditions that require a level of performance before the charity is entitled to the funds or where the grant is specifically for a subsequent period, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

(f) Expenditure

Expenditure is accounted for on an accrual basis. Expenditure which is directly attributable to specific activities is classified as direct costs and included in those cost categories. Central costs, including governance costs, which cannot be directly allocated are classified as support costs and are apportioned across cost categories on the basis of an estimate of the proportion of time spent by staff on those activities.

Fundraising activity costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

(g) Pension Costs

The Charity contributes to a number of defined contribution schemes for its staff. Contributions are charged against the Statement of Financial Activities as they fall due.

(h) Tangible fixed assets and depreciation

The threshold for capitalisation of fixed asset is £200. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided to write off the cost, less estimated residual values, of all fixed assets over their expected useful lives. It is calculated at the following rates on a straight-line basis:

Furniture, fixtures and fittings	20% per annum
Computers, audio visual equipment	33% per annum

(i) Intangible fixed assets

Intangible fixed assets consist of website development costs and are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is provided on all intangible assets to write off the cost, less estimated residual values, over their expected useful lives of five years.

(j) Operating Leases

Rentals paid in respect of assets held under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

(k) Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

(l) Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

(m) Financial Instruments

The charitable company and group only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

(n) Unrestricted Funds

These funds are expendable at the discretion of the Trustees in furtherance of the objects of the Charity and which have not been designated for other purposes.

(o) Restricted Income Funds

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

These funds represent grants and donations received towards specific purposes. The cost of raising and administering such funds are charged against the specific funds. The aim and use of the funds is set out in the notes to the financial statements.

(p) Parent charitable company results

These financial statements consolidate the results of the Charity and its wholly owned subsidiary Springboard (UK) Limited on a line-by-line basis. In accordance with Section 408 of the Companies Act 2006 the Statement of Financial Activities of the parent undertaking is not presented as part of these financial statements. The parent undertaking's total income for the year was £2,413,726 (2025: £2,579,710) and its result for the year was a surplus of £198,777 (2025: a surplus of £127,797).

1. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The key accounting estimates or judgements are:

- The provision of bad debts
- The basis of allocating cost between the various categories of expenditure.

2. SUBSIDIARY UNDERTAKING

Springboard UK Limited, a company limited by guarantee and incorporated in England and Wales (company number 02502511), is a wholly owned subsidiary of the charitable company by virtue of the powers granted to it under the company's articles of association. Springboard UK Limited carries out work to increase awareness and understanding of the Hospitality, Leisure, and Tourism industry as a career. Its trading results for the year and amounts paid in gift aid to the parent charity are summarised below:

	2026	2025
	£	£
Turnover	**1,438,518**	1,229,141
Expenditure*	**(1,297,026)**	(1,047,462)
Profit for the year	**141,492**	181,679
Gift aid paid to The Springboard Charity	**(189,151)**	(118,563)
Profit (loss) for the year	**(47,659)**	(63,116)
Funds at beginning of year	**234,566**	171,450
Funds at end of year	**186,907**	234,566

The assets and liabilities of the subsidiary were:

	2026	2025
	£	£
Tangible fixed assets	**58,442**	33,978
Intangible fixed assets	**89,358**	107,995
Current assets	**399,783**	413,133
Creditors: amounts falling due within one year	**(360,676)**	(320,540)
Net assets	**186,907**	234,566

Amounts owed to Springboard UK Limited by the charitable parent company are disclosed in Note 11.

***** During the year expenditure was met by Springboard UK Limited for The Springboard Charity. This was allocated to charitable expenditure based on staff time, facility usage and specific charitable project spends. The figure above represents the expenditure allocated to Springboard (UK) Limited for the year.

4. ANALYSIS OF INCOME

INCOME FROM DONATIONS AND LEGACIES

Group	Unrestricted funds £	Restricted funds £	**2026 Total £**	Unrestricted funds £	Restricted funds £	2025 Total £
Business Partnerships /Contract		1,497,938	**1,497,938**	—	1,443,430	1,443,430
Trusts & Foundations	12,000	1,217,975	**1,229,975**	14,001	1,256,312	1,270,313
Gift Aid	10,699	—	**10,699**	8,840	—	8,840
Individual Giving	91,507	—	**91,507**	150,117	—	150,117
	114,206	2,715,913	**2,830,119**	172,958	2,699,742	2,872,700

INCOME FROM OTHER TRADING ACTIVITIES

Group	Unrestricted funds £	Restricted funds £	**2026 Total £**	Unrestricted funds £	Restricted funds £	2025 Total £
Business Partnerships/Contract	104,196	—	**104,196**	293,787	—	293,787
Ticket Sales	60,541	—	**60,541**	64,910	—	64,910
Raffle/Auction Sales	112,064	—	**112,064**	57,874	—	57,874
Business Sponsorship	393,804	—	**393,804**	210,665	—	210,665
Corporate Patrons/ Adopt-a-Charity	63,345	—	**63,345**	44,194	—	44,194
	733,950	—	**733,950**	671,430	—	671,430

INCOME FROM CHARITABLE INCOME

Group	Unrestricted funds £	Restricted funds £	**2026 Total £**	Unrestricted funds £	Restricted funds £	2025 Total £
Govt/Govt Agency/Local Govt Contracts	—	40,228	**40,228**	—	94,224	94,224

Investment income

Group	Unrestricted funds £	Restricted funds £	**2026 Total £**	Unrestricted funds £	Restricted funds £	2025 Total £
Rent Income	20,080	—	**20,080**	13,263	—	13,263
Interest income	38,716	—	**38,716**	38,675	—	38,675
	58,796	—	**58,796**	51,938	—	51,938

5. ANALYSIS OF TOTAL EXPENDITURE

	Direct Costs	Support Costs (Note 6)	2026 Total
	£	£	£
Fundraising Activity Costs	**203,004**	**15,828**	**218,832**
Charitable activities			
Youth Education	**219,182**	**103,573**	**322,755**
Youth Advancement	**204,212**	**102,665**	**306,877**
Employment Programmes	**1,755,095**	**171,064**	**1,926,159**
Total for Charity	**2,381,493**	**393,130**	**2,774,623**
Trading costs of subsidiary*	**500,565**	**236,784**	**737,349**
Total for Group	**2,882,058**	**629,914**	**3,511,972**

	Direct Costs	Support Costs (Note 6)	2025 Total
	£	£	£
Fundraising Activity Costs	216,213	14,017	230,230
Charitable activities			
Youth Education	253,033	93,083	346,116
Youth Advancement	248,419	93,083	341,502
Employment Programmes	1,818,976	181,908	2,000,884
Total for Charity	2,536,641	382,091	2,918,732
Trading costs of subsidiary	395,811	184,833	580,644
Total for Group	2,932,452	566,924	3,499,376

*Included within the trading costs of the subsidiary in note 3 are costs related to Employment Programmes which are therefore analysed as charitable activities above.

6. SUPPORT COSTS

Support costs have been allocated according to staff time spent on each activity and are made up as follows:

	2026 Total £	2025 Total £
Computer and IT costs	**116,804**	95,258
Finance and HR costs	**316,730**	285,851
General Office costs	**175,225**	168,489
Governance costs	**21,275**	17,326
Total for Charity	**629,914**	566,924

Group results for the year are stated after charging:

Depreciation and amortisation	**63,179**	70,832
Auditor's Remuneration – statutory audit	**21,275**	17,326
Operating lease rentals	**77,333**	76,649

7. STAFF COSTS

	2026 £	2025 £
Wages and salaries	**2,179,692**	2,227,065
Social security costs	**263,842**	227,278
Other pension costs	**63,345**	63,613
Other Staff Costs	**30,821**	22,362
Restructuring costs	**6,112**	16,125
	2,543,812	2,556,443

The average monthly number of employees during the year was 60 (2025: 62).

The number of employees whose emoluments exceeded £60,000 were:

	2026 Number	2025 Number
£60,000 - £69,999	**3**	2
£70,000 – £79,999	**—**	—
£80,000 – £89,999	**1**	1
£90,000 – £99,999	**—**	—
£100,000 – £109,999	**1**	1

The key management include the Trustees, Chief Executive, Chief Operation Officer and Finance Director. Key management personnel remuneration including employers NI and pension for the year was £292,921 (2025: £277,717). No trustees were paid any remuneration or reimbursed expenses during the year (2025: £nil).

8. TANGIBLE FIXED ASSETS - Group

	Furniture & Fittings £	Computers & Equipment £	Group Total £
COST			
At 1 April 2025	2,004	108,089	110,093
Additions	—	42,701	42,701
Disposals	—	82,533	82,533
At 31 March 2026	**2,004**	**68,257**	**70,261**
DEPRECIATION			
At 1 April 2025	2,004	74,111	76,115
Charge for the year	—	18,237	18,237
Written back on disposals	—	82,533	82,533
At 31 March 2026	**2,004**	**9,815**	**11,819**
NET BOOK VALUE			
At 31 March 2026	—	**58,442**	**58,442**
At 31 March 2025	—	33,978	33,978

9. INTANGIBLE FIXED ASSETS - Group

	Website development costs £
COST	
At 1 April 2025	295,625
Additions	26,305
At 31 March 2026	**321,930**
AMORTISATION	
At 1 April 2025	187,630
Charge for the year	44,942
At 31 March 2026	**232,572**
NET BOOK VALUE	
At 31 March 2026	**89,358**
At 31 March 2025	107,995

10. DEBTORS

	Group		Charity	
	2026	2025	**2026**	2025
	£	£	**£**	£
Trade debtors	**131,087**	161,963	**27,940**	35,622
Prepayments and accrued income	**39,955**	78,696	**20,554**	58,782
	171,042	240,659	**48,494**	94,404

11. CREDITORS: amounts falling due within one year

	Group		Charity	
	2026	2025	**2026**	2025
	£	£	**£**	£
Trade creditors	**24,761**	9,234	—	—
Sundry creditors	**19,400**	18,697	**2,804**	2,804
Taxation and social security	**157,097**	149,202	**23,080**	13,618
Accruals and deferred income	**715,023**	825,920	**529,721**	666,091
Amounts due to subsidiary	—	—	**147,590**	205,076
	916,281	1,003,053	**703,195**	887,589

12. STATEMENT OF FUNDS

	Brought Forward	**Income**	**Expenditure**	**31 March 2026**
GROUP STATEMENT OF FUNDS 2026				
Unrestricted Funds	1,412,014	906,952	(770,283)	**1,548,683**
Restricted Funds (Note 12a)	344,639	2,756,141	(2,741,689)	**359,091**
	1,756,653	3,663,093	(3,511,972)	**1,907,774**
CHARITY STATEMENT OF FUNDS 2026				
Unrestricted Funds	1,177,449	555,395	(371,070)	**1,361,774**
Restricted Funds (Note 12a)	344,639	1,858,328	(1,843,876)	**359,091**
	1,522,088	2,413,723	(2,214,946)	**1,720,865**

12. *Statement of Funds comparative*	*Brought Forward*	*Income*	*Expenditure*	*31 March 2025*
GROUP STATEMENT OF FUNDS 2025				
Unrestricted Funds	*1,227,027*	*896,326*	*(711,339)*	*1,412,014*
Restricted Funds (Note 12a)	*338,710*	*2,793,966*	*(2,788,037)*	*344,639*
	1,565,737	*3,690,292*	*(3,499,376)*	*1,756,653*
CHARITY STATEMENT OF FUNDS 2025				
Unrestricted Funds	*1,055,579*	*833,209*	*(711,339)*	*1,177,449*
Restricted Funds (Note 12a)	*338,710*	*2,091,196*	*(2,085,267)*	*344,639*
	1,394,289	*2,924,405*	*(2,796,606)*	*1,522,088*

12a. RESTRICTED FUNDS	Brought Forward £	Income £	Expenditure £	31 March 2026 £
The Springboard Charity				
29th May 1961	2,000	6,000	(6,000)	**2,000**
A&N (Annandale & Nithsdale)-Foundation Scotland	8,000	—	(8,000)	—
Aiken Communication Ltd -Diageo Ireland	—	22,610	(22,610)	—
National Lottery Awards for all England	15,000	—	(15,000)	—
National Lottery Awards for all Scotland	—	19,927	(19,927)	—
National Lottery Awards for All Wales	—	19,441	(19,441)	—
Barclays New Contract	—	577,500	(577,500)	—
Castansa Trust	4,000	9,821	(13,821)	—
CHK Foundation	21,000	50,000	(49,000)	**22,000**
Compass Foundation	—	25,000	(25,000)	—
DM Thomas Foundation(Peter Cruddas)	8,000	—	(8,000)	—
DWP	—	15,998	—	**15,998**
Fairer Futures	—	9,389	(9,389)	—
Fidelity UK Foundation	—	115,000	(76,016)	**38,984**
Gallaher Trust	—	27,819	(20,894)	**6,925**
Gannochy Trust	—	14,625	—	**14,625**
Garfield Weston Foundation	41,667	50,000	(49,333)	**42,334**
Hilton UK foundation	110,250	140,000	(150,250)	**100,000**
Holywood Trust	4,000	19,263	(19,263)	**4,000**
Hugh Fraser Foundation	3,750	—	(3,750)	—
Inspire Hounslow	16,040	2,578	(18,618)	—
JCP Barrhead/ DWP	—	4,842	(4,842)	—
John Lyons Foundation	—	50,000	(40,000)	**10,000**
London Freemasons Charity	5,000	—	(5,000)	—
Lord Forte Foundation	2,500	12,000	(9,000)	**5,500**
Moondance Foundation	8,702	—	(8,702)	—
N power Business Solutions Foundation	14,529	14,515	(29,044)	—
National Lottery Wales	33,801	—	(33,801)	—
Portal Trust	5,800	—	(5,800)	—
Savoy Educational Trust	—	500,000	(423,275)	**76,725**
Savoy Educational Trust -FutureChef	—	100,000	(100,000)	—
Scottish Children's Lottery	—	5,000	(5,000)	—
Skills Development Scotland (SDS)	—	10,000	—	**10,000**
St James Place	20,600	—	(20,600)	—
William A Cadbury Trust	—	17,000	(17,000)	—
Worshipful Company of Cooks	20,000	20,000	(30,000)	**10,000**
The Springboard Charity restricted funds	344,639	1,858,328	(1,843,867)	**359,091**
Springboard UK Limited				
Derry City & Strabane District Council	—	3,676	(3,676)	—
Diageo New	—	690,101	(690,101)	—
Diageo UK L4L	—	127,000	(127,000)	—
Diageo White Label	—	55,000	(55,000)	—
Newry, Mourne and Down council	—	5,828	(5,828)	—
Niacro	—	16,208	(16,208)	—
Springboard UK Limited restricted funds	—	897,813	(897,813)	—
Group restricted funds	344,639	2,756,141	(2,741,689)	**359,091**

12a. *RESTRICTED FUNDS COMPARATIVE*	*Brought Forward* £	*Income* £	*Expenditure* £	*31 March 2025* £
The Springboard Charity				
29th May 1961	*4,000*	*6,000*	*(8,000)*	*2,000*
Aiken Communication Ltd -Diageo Ireland	*—*	*13,660*	*(13,660)*	*—*
Annandale & Nithsdale Community Benefit Company	*15,000*	*—*	*(7,000)*	*8,000*
Barclays UK Year 3 contract	*—*	*635,000*	*(635,000)*	*—*
Barclays New Contract	*—*	*92,000*	*(92,000)*	*—*
The Castansa Trust	*4,000*	*8,000*	*(8,000)*	*4,000*
CHK Foundation	*—*	*50,000*	*(29,000)*	*21,000*
The Considered Ask Foundation	*4,000*	*—*	*(4,000)*	*—*
DM Thomas Foundation (Peter Cruddas)	*—*	*12,700*	*(4,700)*	*8,000*
Fidelity Uk Foundation	*—*	*208*	*(208)*	*—*
Gallaher Trust	*—*	*34,642*	*(34,642)*	*—*
Gannochy Trust	*3,750*	*—*	*(3,750)*	*—*
Garfield Weston Foundation	*41,666*	*50,000*	*(49,999)*	*41,667*
The Gerald And Gail Ronson Foundation	*—*	*3,000*	*(3,000)*	*—*
Hilton UK foundation	*121,674*	*170,250*	*(181,673)*	*110,251*
The Holywood Trust	*6,394*	*17,051*	*(19,445)*	*4,000*
Hugh Fraser Foundation	*5,000*	*5,000*	*(6,250)*	*3,750*
Inspire Hounslow	*4,044*	*28,039*	*(16,044)*	*16,039*
London Freemasons Charity	*—*	*10,000*	*(5,000)*	*5,000*
The Lord Forte Foundation	*—*	*10,000*	*(7,500)*	*2,500*
Moondance Foundation	*—*	*17,202*	*(8,500)*	*8,702*
N Power Business Solutions Foundation	*—*	*29,029*	*(14,500)*	*14,529*
National Lottery Awards For All England	*—*	*16,000*	*(1,000)*	*15,000*
National Lottery Community Fund Wales	*—*	*118,475*	*(84,674)*	*33,801*
Northern Ireland Tourism Grant	*—*	*8,416*	*(8,416)*	*—*
The Nisbet Trust	*5,000*	*—*	*(5,000)*	*—*
Portal Trust	*13,382*	*14,060*	*(21,642)*	*5,800*
Savoy Educational Trust	*50,000*	*500,000*	*(550,000)*	*—*
Savoy Educational Trust -FutureChef	*—*	*100,000*	*(100,000)*	*—*
Sheffield City Council	*—*	*59,808*	*(59,808)*	*—*
Skilled Development Scottish Tourism Grant	*—*	*10,000*	*(10,000)*	*—*
Solidarity Accor	*—*	*6,538*	*(6,538)*	*—*
St James's Place Charitable Foundation	*17,800*	*35,600*	*(32,800)*	*20,600*
Worshipful Company of Cooks	*43,000*	*25,000*	*(48,000)*	*20,000*
Worshipful Company of Innholders	*—*	*5,518*	*(5,518)*	*—*
The Springboard Charity restricted funds	338,710	2,091,196	(2,085,267)	344,639
Springboard UK Limited				
Ards and North Down Council	*—*	*9,000*	*(9,000)*	*—*
Diageo UK L4L	*—*	*650,422*	*(650,422)*	*—*
Newry, Mourne and Down Council	*—*	*5,828*	*(5,828)*	*—*
Niacro	*—*	*37,520*	*(37,520)*	*—*
Springboard UK Limited restricted funds	—	702,770	(702,770)	—
Group restricted funds	*338,710*	*2,793,966*	*(2,793,966)*	*344,639*

The General funds represent the free funds of the charity which have not been designated for particular purposes.

The restricted funds represent monies received for particular projects/purposes which meet the Charitable objects of helping the young, the unemployed and the disadvantaged. The funds can be summarised as follows:

Restricted funds	**Project/Purpose**
29th May 1961	Funding to support unemployed people into work in the Midlands
Aiken Communication Ltd -Diageo Ireland	Funding to support unemployed people into work
Annandale & Nithsdale Foundation	Funding for employability in Annandale & Nithsdale area
National lottery Awards for all England	Employability training in England
National Lottery Awards for all Scotland	Employability training in Scotland
National Lottery Awards for All Wales	Employability training in Wales
Barclays	Funding to support unemployed people into work in the hospitality industry
The Castansa Trust	Specialist employability training in partnership with HMP Dumfries.
CHK Foundation	Delivering careers activities in schools
Compass Foundation	Employability in West Midlands
Derry City & Strabane District Council	Takeover day
Diageo	Funding to support unemployed people into work through delivery of Learning for Life programme
Diageo White Label	Commercial Lifetime licence sale of a Springboard developed tool
DM Thomas Foundation(Peter Cruddas)	Galvin's Chance programme- employability provision in London
DWP	Employability training Skills Passport
Fairer Future	Employability training In Birmingham
Fidelity UK Foundation	Careerscope digital build
Gallaher Trust	Delivering employability services for adults in Ballymena
The Gannochy Trust	Delivering careers activities in schools
Garfield Weston Foundation	Funding for employability training
Hilton UK Foundation	Funding for Careers & Education activities
The Holywood Trust	Specialist employability training in partnership with HMP Dumfries.
Hugh Fraser Foundation	Careers & education delivery in Fife
Inspire Hounslow	Grant to support employability programme for young people in Hounslow
JCP Barrhead/ DWP	Barista Training for a cafe in Paisley
John Lyons Foundation	Careers & education Special educational needs project
London Freemasons Charity	Delivering careers activities in schools, Southwark, Enfield, Kensington and Chelsea
The Lord Forte Foundation	Contribution towards Ambassadors volunteer programme
Moondance Foundation	Delivering Employability in Wales
N Power Business Solutions Foundation	Delivering Employability services in Brimingham and Leeds
National Lottery Community Fund Wales	Employability training in Wales
Newry, Mourne and Down Council	Delivering careers activities in schools
Niacro	Delivering employability session in Magilligan prison
Portal Trust	Careers & education delivery in London
Savoy Educational Trust	Funding for Careers & education delivery, employability training and careers marketing
Savoy Educational Trust - FutureChef	Funding sponsorship of FutureChef
Scottish Children's Lottery	Careers & education summer Kickstart
Skilled Development Scottish Tourism Grant	Delivering careers activity in Scotland
St James Place Charitable Foundation	Grant to deliver a range of activities to support employability in Manchester
William A Cadbury Trust	Employability in Midlands
Worshipful Company of Cooks	Grant to support FutureChef delivery and Summer School

13. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

CURRENT YEAR	**Restricted Funds £**	**Unrestricted Funds £**	**Total Funds £**
Fixed assets	—	**58,442**	**58,442**
Intangible fixed assets	—	**89,358**	**89,358**
Current assets	**359,091**	**2,317,164**	**2,676,255**
Liabilities	**—**	**(916,281)**	**(916,281)**
Total net assets	**359,091**	**1,548,683**	**1,907,774**

PRIOR YEAR	*Restricted Fund £*	*Unrestricted Funds £*	*Total Funds £*
Fixed assets	*—*	*33,978*	*33,978*
Intangible fixed assets	*—*	*107,995*	*107,995*
Current assets	*344,639*	*2,273,094*	*2,617,733*
Liabilities	*—*	*(1,003,053)*	*(1,003,053)*
Total net assets	*344,639*	*1,412,014*	*1,756,653*

ANALYSIS OF CHARITY NET ASSETS BETWEEN FUNDS

CURRENT YEAR	**Restricted Funds £**	**Unrestricted Funds £**	**Total Funds £**
Fixed assets	—	—	—
Intangible fixed assets	—	—	—
Current assets	**359,091**	**2,064,969**	**2,424,060**
Liabilities	**—**	**(703,195)**	**(703,195)**
Total net assets	**359,091**	**1,361,774**	**1,720,865**

PRIOR YEAR	*Restricted Fund £*	*Unrestricted Funds £*	*Total Funds £*
Fixed assets	*—*	*—*	*—*
Intangible fixed assets	*—*	*—*	*—*
Current assets	*344,639*	*2,065,038*	*2,409,677*
Liabilities	*—*	*(887,589)*	*(887,589)*
Total net assets	*344,639*	*1,177,449*	*1,522,088*

14. COMMITMENTS UNDER OPERATING LEASES

As at 31 March 2026 the company and group had future minimum lease payments under non-cancellable operating leases as follows:

	Other		Land and buildings	
	2026	2025	**2026**	2025
	£	£	**£**	£
Minimum lease rentals falling due in:				
Less than one year	**12,887**	16,612	**55,005**	54,675
Between two to five years	**1,287**	7,733	**174,830**	202,167
	14,174	24,345	**229,835**	256,842

Total lease rentals in the year were £77,333 (2025: £76,649).

15 RELATED PARTY TRANSACTIONS

Donations made by trustees (and their related parties) and key management personnel to the charitable company in the year totalled £149,008 (2025: £187,829).

The Charity also made purchases of £1,560 (2025: £3,919) from Bidfood, of whom T Adams (2025: A Kemp) Sales and Marketing Director.

During the year, the charity received a Gift Aid payment of £189,151 from its wholly owned subsidiary, Springboard UK Limited (2025: £181,679).

17 PRIOR YEAR COMPARATIVE SOFA

	Notes	Unrestricted Funds £	Restricted Fund £	2025 Total £
Income from:				
Donations and legacies	*4*	*172,958*	*2,699,742*	*2,872,700*
Other trading activities	*4*	*671,430*	*—*	*671,430*
Charitable activities	*4*	*—*	*94,224*	*94,224*
Investment income		*51,938*	*—*	*51,938*
Total Income		*896,326*	*2,793,966*	*3,690,292*
Expenditure on:				
Raising funds:				
Trading Expenses	*5*	*580,644*	*—*	*580,644*
Fundraising Activity Costs	*5*	*14,017*	*216,213*	*230,230*
Charitable Activities:				
Youth Education	*5*	*—*	*346,116*	*346,116*
Youth Advancement	*5*	*—*	*341,502*	*341,502*
Employment Programmes	*5*	*116,678*	*1,884,206*	*2,000,884*
Total Expenditure		*711,339*	*2,788,037*	*3,499,376*
Net income and movement in funds		*184,987*	*5,929*	*190,916*
Total funds brought forward at 1 April 2024		*1,227,027*	*338,710*	*1,565,737*
Total funds carried forward at 31 March 2025	*12*	*1,412,014*	*344,639*	*1,756,653*