

SHAP LTD

England & Wales · Charity number 1075118

Details

Other names	ST HELENS ACCOMMODATION PROJECT LIMITED, SHAP LTD
Status	Registered
Legal form	Charitable company
Company number	01946544
Registered	1999-04-15
Register	View on the Charity Commission register

Contact

Address	Shap Ltd 67 Liverpool Road St. Helens Merseyside WA10 1PQ
Phone	01744454056
Email	enquiries@shap.org.uk
Website	www.shap.org.uk

Activities

Objects: TO PROVIDE ACCOMMODATION FOR SINGLE HOMELESS PEOPLE IN ST HELENS, WHO ARE NECESSITOUS WITH PARTICULAR REGARD TO YOUNG PEOPLE ESPECIALLY THOSE THOUGHT BY CARING AGENCIES E.G. SOCIAL SERVICES TO BE HOUSED IN UNSUITABLE ACCOMMODATION.

Activities: Shap provides a range of supported housing services across Merseyside. These services range from the provision of emergency accommodation for young homeless people to specialist support for young parents. We work in communities to support people who have been homeless or who are vulnerable because of mental health issues, drug or alcohol use or other factors.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** General Charitable Purposes, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Accommodation/housing, Human Rights/religious Or Racial Harmony/equality Or Diversity, Other Charitable Purposes
- **Who:** Children/young People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

Geography

- **Area of benefit:** ST. HELENS
- Halton
- Knowsley
- Liverpool City
- St Helens
- Wrexham

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,412,180	£4,388,484	£749,097	91
2024-03-31	£4,412,180	£4,391,725	£713,993	96
2023-03-31	£3,992,899	£3,914,202	£703,591	97
2022-03-31	£3,734,006	£3,638,129	£624,894	120
2021-03-31	£3,879,112	£3,715,805	£529,017	120

Trustees

Name	Role	Appointed
Diane Williams	Chair	2022-05-06
MARY MILTON		
Peter Barron		2017-05-30
Siobhan Cotter-Burgess		2016-04-18

SHAP LTD

England & Wales - Charity number 1075118

Accounts

REGISTERED COMPANY NUMBER: 01946544 (England and Wales)
REGISTERED CHARITY NUMBER: 1075118

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025
FOR
SHAP LIMITED

C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

SHAP LIMITED

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FOR THE YEAR ENDED 31 MARCH 2025

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SHAP LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

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 2025. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

SHAP LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

OBJECTIVES AND ACTIVITIES

Aims and objectives for the public benefit

SHAP's principle activities continue to be the provision of accommodation with support and community well-being services. The focus of its work is young single homeless people, looked after children and care leavers. However the charity also provides services for people of all ages or for those with specific needs such as those related to alcohol, drug mis-use or offending behaviour.

The charity's values as defined by staff and service users are:

Approachable: being open, friendly and welcoming

Trustworthy, honest and dependable: being respectful and honest, doing the right thing, focussing on service users and being committed to the organisation and to colleagues

Safe: making people feel safe and at home, giving them a sense of belonging, making SHAP a place where they feel able to return

Creative: delivering a diverse range of services, being dynamic and flexible in approach and responsive to people's needs

Positive: looking for solutions, not problems, being helpful and confident, empowering people to take up opportunities

Supportive: listening, understanding, supporting people to achieve their goals, supporting each other

Determined: being persistent, going the extra mile, challenging poor attitudes and practices

Respectful: being generous in spirit, making people feel they matter, not judging and not discriminating

Achievements and Performance

SHAP's services continue to be extremely busy. The past two years have seen an extraordinary increase in homelessness - particularly rough sleeping. SHAP is continuing to work with Local Authorities and other partners to identify ways to address this homelessness crisis. In 2023 - 2024 SHAP provided services for over 1800 people. SHAP's Board and Chief Executive continue to make sure that the charity's activities are in line with the charity's core objectives and values.

Quality Assurance

During the year 2023-2024 SHAP took the decision not to renew our certification with ISO9001 2015. This was because of the charity's application to become a registered provider of services under the Supported Accommodation Regulations of 2023. These regulations govern the position of supported accommodation for young people who are 16 or 17. SHAP has chosen to use these regulations and accompanying standards as the core of its quality assurance framework in the future. Many of the tools that were developed to support the ISO9001 2015 Quality Assurance Framework will continue to be used and an internal audit programme will be published at the beginning of each year. Quality assurance is once again within the job role of the senior manager and performance will be reported to the Board on a quarterly basis.

Succession Planning

SHAP's Board and Chief Executive continued with their focus on succession planning during this year. The Board's succession strategy agreed in 2023 is underway and will gather momentum during 2024-2025. This strategy is commercially sensitive and therefore remains confidential to the Charity's Board.

Financial Review

SHAP LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

In 2023-2024 the charity was able to produce a slight surplus. An increasingly challenging financial environment has meant tight financial controls have had to remain in place. Full cost recovery has not been possible for many services over recent years, as contract fees have failed to keep pace with rising inflation. The charity has just managed to retain financial stability through challenges such as exponential increases in energy costs and inflationary pressures on salaries, food, building materials and transport costs. Further challenges now lie ahead as increases to the national minimum wage and the national living wage - in addition to an increase of 1.2% in Employers National Insurance Contributions - will create further upward pressure on salary costs. SHAP, along with many other charities, has called for charities to be exempt from this NI increase.

The plan to transfer the charity's nursery setting out of the Charity and into another mechanism has been delayed due to lease and contractual issues and will now take place in 2025.

SHAP continues to look for opportunities to work collaboratively with other agencies and organisations and is always open to discussions around mutually beneficial strategic partnerships.

It is for these reasons that SHAP's Trustees believe that the charity remains a going concern for a period of at least the next 12 months.

SHAP LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

STRATEGIC REPORT

Financial Risk

SHAP continues to review the viability of all its services in the context of national, regional and local politics and decision making. This has been and remains extremely challenging. The financial crisis of recent years, combined with a sector wide workforce shortage, have produced an exceptionally difficult set of financial circumstances. For the third year in succession SHAP has made a substantial pay award to its staff. A fixed sum for all staff has been agreed as the most equitable way of delivering this and will continue to be the formula on which collective bargaining around pay is based.

Achieving full cost recovery for many of the charity's service contracts is now virtually impossible. Contract budgets were generally set to increase at around 2-2.2% each year but in reality costs have risen by an average of 8% over the past two years.

SHAP continues to look for ways to generate additional income which can support core funds whilst ensuring that services are as cost effective and efficient as they can be. SHAP's services for young people present outstanding value for money and our strategic plan includes an objective around developing a wider offer for the young people - including providing care as well as support. This requires specialist knowledge and experience and we are developing a senior management post to lead the management and development of care and support services for young people.

SHAP maintains a risk register which identifies all the key risks that the charity is facing at any given time. The risk register identifies a number of financial risks that the charity faces and grades them in terms of likelihood. SHAP's leadership team then set out how these risks will be managed or mitigated. The risk register is reviewed regularly by the Chief Executive, the Finance Officer and Senior Managers and is discussed by the Board twice a year.

Detailed quarterly management accounts are provided to the Board to enable them to review the significant risk of our failing to deliver against our cost controls. Increasing pressure costs, particularly around energy and building materials, have led to this risk being increased. Although less than in previous years risks associated with Covid are still present and we also face continuing uncertainty as a result of high inflation, political instability and escalating workforce challenges.

Transactions and financial position

The current financial climate is reflected in SHAP's financial position as it manages to sustain increasing services with decreasing resources. The pattern of funds is changing between restricted and unrestricted income as some of our funders are increasingly aware of the need for us to be more flexible with our resources.

The statement of financial activities shows a surplus of £10,402 (2023 surplus of £78,697). Total reserves carried forward as at 31 March 2024 stand at £713,993 (2023: £703,591) with unrestricted funds of £713,993 (2023: £693,538) and restricted funds of £nil (2023: £10,053).

The charity continues to hold restricted and unrestricted funds and to maintain reserves in line with its Reserves Policy. The aim of the policy is to maintain a reserve of unrestricted funds at a level that will enable the charity to operate for an optimum period of 6 months and a minimum period of 3 months. The Board of Trustees regularly review the amount of reserves that are required to ensure that this financial stability is maintained and that the charity is able to continue to fulfil its obligations. This policy has been reviewed in light of the increased use of core funds during financial years 2017-18 and 2018-19. This resulted in a diminished reserve but one which still meets our minimum requirement of 3 months' running costs. The Trustees are satisfied that our provision and our process for monitoring are prudent and appropriate. They will continue to review this situation every 6 months.

SHAP LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

STRATEGIC REPORT

Future plans

Future plans - Our strategy for the future

The Trustees and executive management of the organisation will continue to refresh our strategic business development plans. We want to ensure that the organisation is able to meet the challenges of the far-reaching changes which will be affecting the public and third sectors over the coming months and years.

We remain committed to the following objectives:

1. Contributing to the creation of sustainable communities in the area where we work and to the prevention of homelessness.
2. Communicating brilliantly.
3. Promoting diversity, anti-racism and social justice.
4. Achieving a structure that ensures maximum stability for our existing services and provides best opportunities for growth; a clear, strong, effective and flexible management structure.
5. Having skilled and motivated staff empowering service users who have access to a wide range of opportunities.
6. Enabling people's views about their own situations to be heard.
7. Enabling children and young people to make a positive impact on the world around them.

In pursuit of these objectives the Board has agreed an important strategic development: SHAP's primary offer has always been providing young people with good standard accommodation and structured support around life skills and independent living. Over recent years we have seen a marked increase in young people who also have significant care needs. These needs must be met in order for them to confidently move towards independence. SHAP will therefore look to realign some of its service offers and develop new ones which will enable us to develop models of care and support. Initially this will be through the development of models of semi-independent living for children and young people who are looked after by local authorities or preparing to leave their care. We are confident that our values and core expertise provide a good foundation for such a service development and will ensure that suitably experienced and qualified managers are brought into the organisation to ensure their effective delivery.

We believe that the pandemic has shown the importance of public/private collaboration at a national and local level and as an organisation we are keen to work in the space. Many local authorities will be making service changes because of financial pressures but this will create a need for innovation. Health and social care services will be commissioned and delivered differently over the next few years and a focus on population health measures delivered at a local level will again provide opportunities for imaginative collaborative responses from public and third sector organisations. SHAP intends to become a leading provider/enabler of these community well-being services.

SHAP LIMITED

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2025**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

SHAP Limited is a charitable company, limited by guarantee, incorporated in September 1985 and registered as a charity. The company was established under its Memorandum and Articles of Association that set out the objects and powers of the charitable company. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Trustees

The directors of the charitable company are also Trustees for the purpose of charity law. Trustees are known as members of the management Board of Trustees and are elected to serve for a period of three years, after which they may be re-elected at the next annual general meeting.

The Charity successfully recruited a chair designate in 2022 - Diane Williams became Chair during the period covered by these accounts. The Trustees recorded their grateful thanks to Mary Milton who had undertaken the role of Chair of Trustees for a number of years.

Induction and training of new trustees

New trustees are invited to attend meetings with the chief executive and the senior management team to familiarise themselves with the charitable company's activities and the context within which it operates. Areas covered would include the obligations and responsibilities of becoming a trustee, a review of the governing document and the current financial position.

Organisational structure

The Board of Trustees, of which there is no maximum number but a minimum number of two, meets quarterly to administer activities and set the policy and strategic direction of the charity. The Board elects the Chair every three years who is responsible for organising Board meetings and meeting regularly with the Chief Executive. A published scheme of delegation sets out the responsibilities which the Board keeps to itself and those which it delegates to the Chief Executive and managers. The day to day responsibility of the provision of services and overall management of the charity rests with the Chief Executive who also acts as the Company Secretary.

Related parties

SHAP delivers three services in partnership with other agencies - a homeless families centre and a harm reduction residential service in Liverpool in partnership with The Whitechapel Centre and a floating support service in Halton in partnership with Plus Dane Housing.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

01946544 (England and Wales)

Registered Charity number

1075118

Registered office

Bearly House
67 Liverpool Road
St Helens
Merseyside
WA10 1PQ

Trustees

M Milton
P J Barron
D Williams (resigned 26.3.25)
M P Kelly (appointed 26.3.25)

SHAP LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

REFERENCE AND ADMINISTRATIVE DETAILS

Company Secretary
M C Weights

Auditors

C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of SHAP Limited 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 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;
- 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are 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 auditors are aware of that information.

AUDITORS

The auditors, C A Hunter Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

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

.....
M C Weights - Secretary

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Opinion

We have audited the financial statements of SHAP Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its 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.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable 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, other than the financial statements and our Report of the Independent Auditors 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 this gives rise to a material misstatement in the financial statements themselves. 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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 charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we have 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 senior managers and the trustees, and from our commercial knowledge and experience of the industry sector, and the relevant laws and regulations have been communicated within the audit team throughout the course of our work;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities SORP, employment, health and safety legislation; and
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence.

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

- making enquiries of management and trustees 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;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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 management reporting processes to the board of trustees;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with the Charity Commission and other relevant regulators.

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.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED

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 Report of the Independent Auditors.

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. 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 auditors' 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.

Keith Rotheram (Senior Statutory Auditor)
for and on behalf of C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

Date:

SHAP LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	Unrestricted funds £	Restricted funds £	31.3.25 Total funds £	31.3.24 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	1,762	-	1,762	5,209
Charitable activities	4				
Accommodation & support services		3,818,997	-	3,818,997	3,816,115
Community development		42,078	-	42,078	56,712
Children's nursery		552,311	-	552,311	528,343
Investment income	3	8,440	-	8,440	5,801
Total		<u>4,423,588</u>	<u>-</u>	<u>4,423,588</u>	<u>4,412,180</u>
EXPENDITURE ON					
Charitable activities	5				
Accommodation & support services		3,775,183	-	3,775,183	3,790,163
Community development		62,625	-	62,625	57,370
Children's nursery		550,676	-	550,676	554,245
Total		<u>4,388,484</u>	<u>-</u>	<u>4,388,484</u>	<u>4,401,778</u>
NET INCOME		35,104	-	35,104	10,402
RECONCILIATION OF FUNDS					
Total funds brought forward		713,993	-	713,993	703,591
TOTAL FUNDS CARRIED FORWARD		<u>749,097</u>	<u>-</u>	<u>749,097</u>	<u>713,993</u>

The notes form part of these financial statements

SHAP LIMITED

BALANCE SHEET
31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	31.3.25 Total funds £	31.3.24 Total funds £
FIXED ASSETS					
Tangible assets	12	1,225,293	-	1,225,293	1,246,987
CURRENT ASSETS					
Debtors	13	531,354	-	531,354	411,066
Cash at bank and in hand		299,958	-	299,958	251,723
		<u>831,312</u>	<u>-</u>	<u>831,312</u>	<u>662,789</u>
CREDITORS					
Amounts falling due within one year	14	(654,018)	-	(654,018)	(502,987)
NET CURRENT ASSETS		<u>177,294</u>	<u>-</u>	<u>177,294</u>	<u>159,802</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		1,402,587	-	1,402,587	1,406,789
CREDITORS					
Amounts falling due after more than one year	15	(653,490)	-	(653,490)	(692,796)
NET ASSETS		<u>749,097</u>	<u>-</u>	<u>749,097</u>	<u>713,993</u>
FUNDS	18				
Unrestricted funds:					
General fund				433,103	423,901
Designated unrestricted funds				315,994	290,092
				<u>749,097</u>	<u>713,993</u>
TOTAL FUNDS				<u>749,097</u>	<u>713,993</u>

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

.....
P J Barron - Trustee

.....
M P Kelly - Trustee

SHAP LIMITED

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	31.3.25 £	31.3.24 £
Cash flows from operating activities			
Cash generated from operations	1	118,812	60,870
Interest paid		<u>(41,739)</u>	<u>(43,961)</u>
Net cash provided by operating activities		<u>77,073</u>	<u>16,909</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(3,118)
Interest received		<u>8,440</u>	<u>5,801</u>
Net cash provided by investing activities		<u>8,440</u>	<u>2,683</u>
Cash flows from financing activities			
Loan repayments in year		<u>(37,278)</u>	<u>(35,055)</u>
Net cash used in financing activities		<u>(37,278)</u>	<u>(35,055)</u>
Change in cash and cash equivalents in the reporting period			
Cash and cash equivalents at the beginning of the reporting period		<u>48,235</u>	<u>(15,463)</u>
Cash and cash equivalents at the end of the reporting period		<u>251,723</u>	<u>267,186</u>
Cash and cash equivalents at the end of the reporting period		<u>299,958</u>	<u>251,723</u>

The notes form part of these financial statements

SHAP LIMITED

**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025**

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES	31.3.25	31.3.24
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	35,104	10,402
Adjustments for:		
Depreciation charges	21,695	15,925
Interest received	(8,440)	(5,801)
Interest paid	41,739	43,961
Increase in debtors	(120,288)	(31,641)
Increase in creditors	149,002	28,024
Net cash provided by operations	<u>118,812</u>	<u>60,870</u>

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.24	Cash flow	At 31.3.25
	£	£	£
Net cash			
Cash at bank and in hand	<u>251,723</u>	<u>48,235</u>	<u>299,958</u>
	<u>251,723</u>	<u>48,235</u>	<u>299,958</u>
Debt			
Debts falling due within 1 year	(37,277)	(2,029)	(39,306)
Debts falling due after 1 year	(692,796)	39,306	(653,490)
	<u>(730,073)</u>	<u>37,277</u>	<u>(692,796)</u>
Total	<u>(478,350)</u>	<u>85,512</u>	<u>(392,838)</u>

The notes form part of these financial statements

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

As outlined in the Trustees' Report, the board continues to monitor the financial performance of the charity and undertake appropriate steps to maintain its ongoing financial stability. The Trustees are satisfied that the charity has sufficient reserves to enable it to continue to implement the steps outlined, and improve its financial performance.

Having considered these factors outlined above the trustees consider it appropriate to prepare the financial statements on the going concern basis.

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.

Allocation and apportionment of costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

Tangible fixed assets

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

Freehold property	- 2% on cost
Long leasehold	- 2% on cost
Plant and machinery	- 20% - 33% on cost
Fixtures and fittings	- 20% - 33% on cost
Motor vehicles	- 25% on reducing balance

Taxation

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

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

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.

Designated funds are unrestricted funds earmarked by management for particular purposes.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

SHAP LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

2. DONATIONS AND LEGACIES			31.3.25	31.3.24
			£	£
Donations			1,762	5,209
			<u> </u>	<u> </u>
3. INVESTMENT INCOME			31.3.25	31.3.24
			£	£
Bank deposit interest			8,440	5,801
			<u> </u>	<u> </u>
4. INCOME FROM CHARITABLE ACTIVITIES			31.3.25	31.3.24
	Activity		£	£
Rental income	Accommodation & support services		1,598,997	1,482,060
Grants & contracts	Accommodation & support services		2,207,104	2,300,339
Other fees earned	Accommodation & support services		12,896	33,716
Grants & contracts	Community development		42,078	56,712
Nursery income	Children's nursery		552,311	528,343
			<u> </u>	<u> </u>
			4,413,386	4,401,170
			<u> </u>	<u> </u>
Grants received, included in the above, are as follows:				
			31.3.25	31.3.24
			£	£
Supporting People - St Helens			693,537	736,865
Supporting People - Knowsley			134,900	145,600
Supporting people - Halton			241,724	432,983
Supporting People - Liverpool			812,401	795,073
Community Development			42,078	56,712
Temporary Accommodation Management			37,086	123,787
Parental Assessment Unit			287,456	66,031
			<u> </u>	<u> </u>
			2,249,182	2,357,051
			<u> </u>	<u> </u>
5. CHARITABLE ACTIVITIES COSTS				
		Direct	Support	
		Costs	costs (see	Totals
		£	note 6)	£
Accommodation & support services		3,239,621	535,562	3,775,183
Community development		62,625	-	62,625
Children's nursery		550,676	-	550,676
		<u> </u>	<u> </u>	<u> </u>
		3,852,922	535,562	4,388,484
		<u> </u>	<u> </u>	<u> </u>
6. SUPPORT COSTS				
	Management	Finance	Governance	Totals
	£	£	costs	£
Accommodation & support services	440,082	41,739	53,741	535,562
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

SHAP LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

7. NET INCOME/(EXPENDITURE)

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

	31.3.25	31.3.24
	£	£
Auditors' remuneration	15,000	15,000
Depreciation - owned assets	21,694	15,925
Other operating leases	591,990	604,058
	591,990	604,058

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

9. STAFF COSTS

	31.3.25	31.3.24
	£	£
Wages and salaries	2,479,510	2,548,174
Social security costs	157,788	154,083
Pension costs	43,999	48,348
	2,681,297	2,750,605

Included within wages this year are invoiced costs totalling £317,938 (2024 £270,464) paid to The Whitechapel Centre for staffing costs they have incurred in relation to the Belvidere Family Hostel and £192,510 (2024 £179,505) of agency staff.

Number of employees with emoluments exceeding £60,000:

	31.3.25	31.3.24
	Number	Number
£60,001 - £70,000	1	-
£70,001 - £80,000	-	1
	-	1

The average number of full-time equivalent employees during the year was as follows:

	31.3.25	31.3.24
	£	£
Central services	6	7
Housing and residential services	85	90
	91	97

SHAP LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES			
	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	5,209	-	5,209
Charitable activities			
Accommodation & support services	3,816,115	-	3,816,115
Community development	56,712	-	56,712
Children's nursery	528,343	-	528,343
Investment income	5,801	-	5,801
Total	<u>4,412,180</u>	<u>-</u>	<u>4,412,180</u>
EXPENDITURE ON			
Charitable activities			
Accommodation & support services	3,780,110	10,053	3,790,163
Community development	57,370	-	57,370
Children's nursery	554,245	-	554,245
Total	<u>4,391,725</u>	<u>10,053</u>	<u>4,401,778</u>
NET INCOME/(EXPENDITURE)	20,455	(10,053)	10,402
RECONCILIATION OF FUNDS			
Total funds brought forward	693,538	10,053	703,591
TOTAL FUNDS CARRIED FORWARD	<u><u>713,993</u></u>	<u><u>-</u></u>	<u><u>713,993</u></u>
11. INTANGIBLE FIXED ASSETS			Goodwill £
COST			
At 1 April 2024 and 31 March 2025			<u>4,000</u>
AMORTISATION			
At 1 April 2024 and 31 March 2025			<u>4,000</u>
NET BOOK VALUE			
At 31 March 2025			<u><u>-</u></u>
At 31 March 2024			<u><u>-</u></u>

SHAP LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

12. TANGIBLE FIXED ASSETS

	Freehold property £	Long leasehold £	Plant and machinery £
COST			
At 1 April 2024 and 31 March 2025	1,138,309	137,122	147,823
DEPRECIATION			
At 1 April 2024	28,083	10,966	137,218
Charge for year	15,967	2,741	2,986
At 31 March 2025	44,050	13,707	140,204
NET BOOK VALUE			
At 31 March 2025	1,094,259	123,415	7,619
At 31 March 2024	1,110,226	126,156	10,605
	Fixtures and fittings £	Motor vehicles £	Totals £
COST			
At 1 April 2024 and 31 March 2025	73,875	40,635	1,537,764
DEPRECIATION			
At 1 April 2024	73,875	40,635	290,777
Charge for year	-	-	21,694
At 31 March 2025	73,875	40,635	312,471
NET BOOK VALUE			
At 31 March 2025	-	-	1,225,293
At 31 March 2024	-	-	1,246,987

Included in cost or valuation of land and buildings is freehold land of £340,000 (2024 - £340,000) which is not depreciated.

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25 £	31.3.24 £
Trade debtors	490,169	386,870
Other debtors	41,185	24,196
	<u>531,354</u>	<u>411,066</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25 £	31.3.24 £
Bank loans and overdrafts (see note 16)	39,306	37,277
Trade creditors	177,640	115,938
Social security and other taxes	38,630	38,229
Accruals and deferred income	398,442	311,543
	<u>654,018</u>	<u>502,987</u>

SHAP LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR		
	31.3.25	31.3.24
	£	£
Bank loans (see note 16)	653,490	692,796
	<u>653,490</u>	<u>692,796</u>

16. LOANS

An analysis of the maturity of loans is given below:

	31.3.25	31.3.24
	£	£
Amounts falling due within one year on demand:		
Bank loans	39,306	37,277
	<u>39,306</u>	<u>37,277</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	37,277	37,277
	<u>37,277</u>	<u>37,277</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	111,831	111,831
	<u>111,831</u>	<u>111,831</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	504,382	543,688

17. SECURED DEBTS

The following secured debts are included within creditors:

	31.3.25	31.3.24
	£	£
Bank loans	692,796	730,073
	<u>692,796</u>	<u>730,073</u>

The bank loan is secured by a debenture creating a fixed & floating charge over the assets of the company and a legal first charge over Octavia Court, Byron Close, Huyton, Liverpool.

18. MOVEMENT IN FUNDS

	At 1.4.24	Net movement in funds	At 31.3.25
	£	£	£
Unrestricted funds			
General fund	397,999	35,104	433,103
Designated unrestricted funds	315,994	-	315,994
	<u>713,993</u>	<u>35,104</u>	<u>749,097</u>
TOTAL FUNDS	<u>713,993</u>	<u>35,104</u>	<u>749,097</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	4,423,588	(4,388,484)	35,104
	<u>4,423,588</u>	<u>(4,388,484)</u>	<u>35,104</u>
TOTAL FUNDS	<u>4,423,588</u>	<u>(4,388,484)</u>	<u>35,104</u>

SHAP LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025**

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	377,544	20,455	25,902	423,901
Designated unrestricted funds	315,994	-	(25,902)	290,092
	<hr/>	<hr/>	<hr/>	<hr/>
	693,538	20,455	-	713,993
Restricted funds				
Asylum seeker/refugee support fund	10,053	(10,053)	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>703,591</u>	<u>10,402</u>	<u>-</u>	<u>713,993</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,412,180	(4,391,725)	20,455
Restricted funds			
Asylum seeker/refugee support fund	-	(10,053)	(10,053)
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>4,412,180</u>	<u>(4,401,778)</u>	<u>10,402</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.25 £
Unrestricted funds				
General fund	377,544	55,559	25,902	459,005
Designated unrestricted funds	315,994	-	(25,902)	290,092
	<hr/>	<hr/>	<hr/>	<hr/>
	693,538	55,559	-	749,097
Restricted funds				
Asylum seeker/refugee support fund	10,053	(10,053)	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>703,591</u>	<u>45,506</u>	<u>-</u>	<u>749,097</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	8,835,768	(8,780,209)	55,559
Restricted funds			
Asylum seeker/refugee support fund	-	(10,053)	(10,053)
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>8,835,768</u>	<u>(8,790,262)</u>	<u>45,506</u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2025

19. RELATED PARTY DISCLOSURES

There were no related party transactions during the year, or the prior 2024 year.

20. ANALYSIS OF FUNDS

Designated unrestricted funds

	At 1.4.24 £	Funds transfer £	At 31.3.25 £
Closure/redundancy costs	275,000	-	275,000
Children foundation	15,092	1,635	16,727
	<u>290,092</u>	<u>1,635</u>	<u>291,727</u>

Closure/redundancy costs - Costs designated for the recognised risk of losing a significant number of service contracts and the subsequent loss of jobs that this would entail.

Children foundation - Costs designated for the future transfer of the children's nursery into a new charitable organisation.

21. DEFERRED INCOME

Deferred income comprises grant income received in advance from block contracts relating to services to be provided during the year ending 31 March 2025.

	£
Balance as at 1 April 2024	24,531
Amount released to incoming resources	(24,531)
Amount deferred in year	-
	<u>-</u>
Balance as at 31 March 2025	<u>-</u>

SHAP LIMITED

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025**

	31.3.25 £	31.3.24 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	1,762	5,209
Investment income		
Bank deposit interest	8,440	5,801
Charitable activities		
Rental income	1,598,997	1,482,060
Grants & contracts	2,249,182	2,357,051
Other fees earned	12,896	33,716
Nursery income	552,311	528,343
	<hr/>	<hr/>
	4,413,386	4,401,170
Total incoming resources	4,423,588	4,412,180
 EXPENDITURE		
Charitable activities		
Wages	2,473,631	2,497,453
Rent	546,340	567,821
Rates and water	43,261	33,336
Light and heat	88,668	121,918
Telephone	6,982	5,799
Postage and stationery	8,428	8,946
Sundries	4,980	28,541
Internal decoration	103	22
Furniture written off in 1 yr	68,101	71,786
Property maintenance	124,875	95,852
Cleaning, laundry & refuse	54,375	50,406
Travel expenses	9,027	13,335
Food & catering	39,246	44,530
Resident activities	40,339	30,993
Consultancy	90,465	16,077
Computer costs	35,823	43,755
White goods	-	238
Security	160,632	155,383
Tools & equip	15,317	14,105
Bad debts	42,329	43,491
	<hr/>	<hr/>
	3,852,922	3,843,787
 Support costs		
Management		
Wages	207,666	253,152
Rent	45,650	36,237
Insurance	40,184	38,362
Telephone	48,817	35,026
Postage and stationery	14,929	8,193
Advertising	-	173
Sundries	5,651	15,800
Cleaning, laundry & refuse	1,936	3,024
Transport & motor expenses	16,675	21,589
Computer costs	34,140	30,572
Publications & affiliations	1,028	5,821
Training	898	5,880
Carried forward	417,574	453,829

This page does not form part of the statutory financial statements

SHAP LIMITED

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	31.3.25	31.3.24
	£	£
Management		
Brought forward	417,574	453,829
Security	813	1,191
Freehold property	15,968	10,883
Long leasehold	2,741	2,741
Plant and machinery	2,986	2,301
	<hr/>	<hr/>
	440,082	470,945
Finance		
Bank interest	41,739	43,961
Governance costs		
Auditors' remuneration	15,000	15,000
Legal & professional fees	35,037	19,763
Bank charges	3,704	8,322
	<hr/>	<hr/>
	53,741	43,085
Total resources expended	<hr/>	<hr/>
	4,388,484	4,401,778
Net income	<hr/>	<hr/>
	35,104	10,402
	<hr/> <hr/>	<hr/> <hr/>

This page does not form part of the statutory financial statements

SHAP LTD

England & Wales - Charity number 1075118

Accounts

REGISTERED COMPANY NUMBER: 01946544 (England and Wales)
REGISTERED CHARITY NUMBER: 1075118

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024
FOR
SHAP LIMITED

C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

SHAP LIMITED

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FOR THE YEAR ENDED 31 MARCH 2024

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SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

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 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

OBJECTIVES AND ACTIVITIES

Aims and objectives for the public benefit

SHAP's principle activities continue to be the provision of accommodation with support and community well-being services. The focus of its work is young single homeless people, looked after children and care leavers. However the charity also provides services for people of all ages or for those with specific needs such as those related to alcohol, drug mis-use or offending behaviour.

The charity's values as defined by staff and service users are:

Approachable: being open, friendly and welcoming

Trustworthy, honest and dependable: being respectful and honest, doing the right thing, focussing on service users and being committed to the organisation and to colleagues

Safe: making people feel safe and at home, giving them a sense of belonging, making SHAP a place where they feel able to return

Creative: delivering a diverse range of services, being dynamic and flexible in approach and responsive to people's needs

Positive: looking for solutions, not problems, being helpful and confident, empowering people to take up opportunities

Supportive: listening, understanding, supporting people to achieve their goals, supporting each other

Determined: being persistent, going the extra mile, challenging poor attitudes and practices

Respectful: being generous in spirit, making people feel they matter, not judging and not discriminating

Achievements and Performance

SHAP's services continue to be extremely busy. The past two years have seen an extraordinary increase in homelessness - particularly rough sleeping. SHAP is continuing to work with Local Authorities and other partners to identify ways to address this homelessness crisis. In 2023 - 2024 SHAP provided services for over 1800 people. SHAP's Board and Chief Executive continue to make sure that the charity's activities are in line with the charity's core objectives and values.

Quality Assurance

During the year 2023-2024 SHAP took the decision not to renew our certification with ISO9001 2015. This was because of the charity's application to become a registered provider of services under the Supported Accommodation Regulations of 2023. These regulations govern the position of supported accommodation for young people who are 16 or 17. SHAP has chosen to use these regulations and accompanying standards as the core of its quality assurance framework in the future. Many of the tools that were developed to support the ISO9001 2015 Quality Assurance Framework will continue to be used and an internal audit programme will be published at the beginning of each year. Quality assurance is once again within the job role of the senior manager and performance will be reported to the Board on a quarterly basis.

Succession Planning

SHAP's Board and Chief Executive continued with their focus on succession planning during this year. The Board's succession strategy agreed in 2023 is underway and will gather momentum during 2024-2025. This strategy is commercially sensitive and therefore remains confidential to the Charity's Board.

SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

Financial Review

In 2023-2024 the charity was able to produce a slight surplus. An increasingly challenging financial environment has meant tight financial controls have had to remain in place. Full cost recovery has not been possible for many services over recent years, as contract fees have failed to keep pace with rising inflation. The charity has just managed to retain financial stability through challenges such as exponential increases in energy costs and inflationary pressures on salaries, food, building materials and transport costs. Further challenges now lie ahead as increases to the national minimum wage and the national living wage - in addition to an increase of 1.2% in Employers National Insurance Contributions - will create further upward pressure on salary costs. SHAP, along with many other charities, has called for charities to be exempt from this NI increase.

The plan to transfer the charity's nursery setting out of the Charity and into another mechanism has been delayed due to lease and contractual issues and will now take place in 2025.

SHAP continues to look for opportunities to work collaboratively with other agencies and organisations and is always open to discussions around mutually beneficial strategic partnerships.

It is for these reasons that SHAP's Trustees believe that the charity remains a going concern for a period of at least the next 12 months.

SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

STRATEGIC REPORT

Financial Risk

SHAP continues to review the viability of all its services in the context of national, regional and local politics and decision making. This has been and remains extremely challenging. The financial crisis of recent years, combined with a sector wide workforce shortage, have produced an exceptionally difficult set of financial circumstances. For the third year in succession SHAP has made a substantial pay award to its staff. A fixed sum for all staff has been agreed as the most equitable way of delivering this and will continue to be the formula on which collective bargaining around pay is based.

Achieving full cost recovery for many of the charity's service contracts is now virtually impossible. Contract budgets were generally set to increase at around 2-2.2% each year but in reality costs have risen by an average of 8% over the past two years.

SHAP continues to look for ways to generate additional income which can support core funds whilst ensuring that services are as cost effective and efficient as they can be. SHAP's services for young people present outstanding value for money and our strategic plan includes an objective around developing a wider offer for the young people - including providing care as well as support. This requires specialist knowledge and experience and we are developing a senior management post to lead the management and development of care and support services for young people.

SHAP maintains a risk register which identifies all the key risks that the charity is facing at any given time. The risk register identifies a number of financial risks that the charity faces and grades them in terms of likelihood. SHAP's leadership team then set out how these risks will be managed or mitigated. The risk register is reviewed regularly by the Chief Executive, the Finance Officer and Senior Managers and is discussed by the Board twice a year.

Detailed quarterly management accounts are provided to the Board to enable them to review the significant risk of our failing to deliver against our cost controls. Increasing pressure costs, particularly around energy and building materials, have led to this risk being increased. Although less than in previous years risks associated with Covid are still present and we also face continuing uncertainty as a result of high inflation, political instability and escalating workforce challenges.

Transactions and financial position

The current financial climate is reflected in SHAP's financial position as it manages to sustain increasing services with decreasing resources. The pattern of funds is changing between restricted and unrestricted income as some of our funders are increasingly aware of the need for us to be more flexible with our resources.

The statement of financial activities shows a surplus of £10,402 (2023 surplus of £78,697). Total reserves carried forward as at 31 March 2024 stand at £713,993 (2023: £703,591) with unrestricted funds of £713,993 (2023: £693,538) and restricted funds of £nil (2023: £10,053).

The charity continues to hold restricted and unrestricted funds and to maintain reserves in line with its Reserves Policy. The aim of the policy is to maintain a reserve of unrestricted funds at a level that will enable the charity to operate for an optimum period of 6 months and a minimum period of 3 months. The Board of Trustees regularly review the amount of reserves that are required to ensure that this financial stability is maintained and that the charity is able to continue to fulfil its obligations. This policy has been reviewed in light of the increased use of core funds during financial years 2017-18 and 2018-19. This resulted in a diminished reserve but one which still meets our minimum requirement of 3 months' running costs. The Trustees are satisfied that our provision and our process for monitoring are prudent and appropriate. They will continue to review this situation every 6 months.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

STRATEGIC REPORT

Future plans

Future plans - Our strategy for the future

The Trustees and executive management of the organisation will continue to refresh our strategic business development plans. We want to ensure that the organisation is able to meet the challenges of the far-reaching changes which will be affecting the public and third sectors over the coming months and years.

We remain committed to the following objectives:

1. Contributing to the creation of sustainable communities in the area where we work and to the prevention of homelessness.
2. Communicating brilliantly.
3. Promoting diversity, anti-racism and social justice.
4. Achieving a structure that ensures maximum stability for our existing services and provides best opportunities for growth; a clear, strong, effective and flexible management structure.
5. Having skilled and motivated staff empowering service users who have access to a wide range of opportunities.
6. Enabling people's views about their own situations to be heard.
7. Enabling children and young people to make a positive impact on the world around them.

In pursuit of these objectives the Board has agreed an important strategic development: SHAP's primary offer has always been providing young people with good standard accommodation and structured support around life skills and independent living. Over recent years we have seen a marked increase in young people who also have significant care needs. These needs must be met in order for them to confidently move towards independence. SHAP will therefore look to realign some of its service offers and develop new ones which will enable us to develop models of care and support. Initially this will be through the development of models of semi-independent living for children and young people who are looked after by local authorities or preparing to leave their care. We are confident that our values and core expertise provide a good foundation for such a service development and will ensure that suitably experienced and qualified managers are brought into the organisation to ensure their effective delivery.

We believe that the pandemic has shown the importance of public/private collaboration at a national and local level and as an organisation we are keen to work in the space. Many local authorities will be making service changes because of financial pressures but this will create a need for innovation. Health and social care services will be commissioned and delivered differently over the next few years and a focus on population health measures delivered at a local level will again provide opportunities for imaginative collaborative responses from public and third sector organisations. SHAP intends to become a leading provider/enabler of these community well-being services.

SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

SHAP Limited is a charitable company, limited by guarantee, incorporated in September 1985 and registered as a charity. The company was established under its Memorandum and Articles of Association that set out the objects and powers of the charitable company. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Trustees

The directors of the charitable company are also Trustees for the purpose of charity law. Trustees are known as members of the management Board of Trustees and are elected to serve for a period of three years, after which they may be re-elected at the next annual general meeting.

The Charity successfully recruited a chair designate in 2022 - Diane Williams became Chair during the period covered by these accounts. The Trustees recorded their grateful thanks to Mary Milton who had undertaken the role of Chair of Trustees for a number of years.

Induction and training of new trustees

New trustees are invited to attend meetings with the chief executive and the senior management team to familiarise themselves with the charitable company's activities and the context within which it operates. Areas covered would include the obligations and responsibilities of becoming a trustee, a review of the governing document and the current financial position.

Organisational structure

The Board of Trustees, of which there is no maximum number but a minimum number of two, meets quarterly to administer activities and set the policy and strategic direction of the charity. The Board elects the Chair every three years who is responsible for organising Board meetings and meeting regularly with the Chief Executive. A published scheme of delegation sets out the responsibilities which the Board keeps to itself and those which it delegates to the Chief Executive and managers. The day to day responsibility of the provision of services and overall management of the charity rests with the Chief Executive who also acts as the Company Secretary.

Related parties

SHAP delivers three services in partnership with other agencies - a homeless families centre and a harm reduction residential service in Liverpool in partnership with The Whitechapel Centre and a floating support service in Halton in partnership with Plus Dane Housing.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

01946544 (England and Wales)

Registered Charity number

1075118

Registered office

Bearly House
67 Liverpool Road
St Helens
Merseyside
WA10 1PQ

SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

Trustees

M Milton
S Cotter-Burgess (resigned 15.1.24)
P J Barron
D Williams

Company Secretary

M C Weights

Auditors

C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of SHAP Limited 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 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;
- 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are 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 auditors are aware of that information.

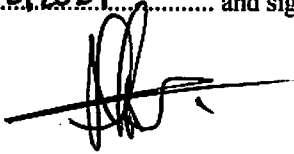
AUDITORS

The auditors, C A Hunter Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on~~11/12/2024~~..... and signed on the board's behalf by:

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

.....
M C Weights - Secretary

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SHAP LIMITED

Opinion

We have audited the financial statements of SHAP Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its 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.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable 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, other than the financial statements and our Report of the Independent Auditors 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 this gives rise to a material misstatement in the financial statements themselves. 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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 charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Our 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 a Report of the Independent Auditors 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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we have 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 senior managers and the trustees, and from our commercial knowledge and experience of the industry sector, and the relevant laws and regulations have been communicated within the audit team throughout the course of our work;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities SORP, employment, health and safety legislation; and
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence.

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

- making enquiries of management and trustees 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;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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 management reporting processes to the board of trustees;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with the Charity Commission and other relevant regulators.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

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 Report of the Independent Auditors.

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. 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 auditors' 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.



Keith Rotheram (Senior Statutory Auditor)
for and on behalf of C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

Date: 12th December 2024

SHAP LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds £	Restricted funds £	31.3.24 Total funds £	31.3.23 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	5,209	-	5,209	29,710
Charitable activities	4				
Accommodation & support services		3,816,115	-	3,816,115	3,367,119
Community development		56,712	-	56,712	49,642
Children's nursery		528,343	-	528,343	541,990
Investment income	3	5,801	-	5,801	4,438
Total		<u>4,412,180</u>	<u>-</u>	<u>4,412,180</u>	<u>3,992,899</u>
EXPENDITURE ON					
Charitable activities	5				
Accommodation & support services		3,780,110	10,053	3,790,163	3,348,618
Community development		57,370	-	57,370	64,588
Big Lottery help through crisis		-	-	-	-
Children's nursery		554,245	-	554,245	500,996
Total		<u>4,391,725</u>	<u>10,053</u>	<u>4,401,778</u>	<u>3,914,202</u>
NET INCOME/(EXPENDITURE)		20,455	(10,053)	10,402	78,697
RECONCILIATION OF FUNDS					
Total funds brought forward		693,538	10,053	703,591	624,894
TOTAL FUNDS CARRIED FORWARD		<u>713,993</u>	<u>-</u>	<u>713,993</u>	<u>703,591</u>

The notes form part of these financial statements

SHAP LIMITED (REGISTERED NUMBER: 01946544)

BALANCE SHEET
31 MARCH 2024

	Notes	Unrestricted funds £	Restricted funds £	31.3.24 Total funds £	31.3.23 Total funds £
FIXED ASSETS					
Tangible assets	12	1,246,987	-	1,246,987	1,259,794
CURRENT ASSETS					
Debtors	13	411,066	-	411,066	379,425
Cash at bank and in hand		251,723	-	251,723	267,186
		<u>662,789</u>	<u>-</u>	<u>662,789</u>	<u>646,611</u>
CREDITORS					
Amounts falling due within one year	14	(502,987)	-	(502,987)	(472,741)
NET CURRENT ASSETS		<u>159,802</u>	<u>-</u>	<u>159,802</u>	<u>173,870</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		1,406,789	-	1,406,789	1,433,664
CREDITORS					
Amounts falling due after more than one year	15	(692,796)	-	(692,796)	(730,073)
NET ASSETS		<u><u>713,993</u></u>	<u><u>-</u></u>	<u><u>713,993</u></u>	<u><u>703,591</u></u>


The notes form part of these financial statements

SHAP LIMITED (REGISTERED NUMBER: 01946544)

BALANCE SHEET - continued
31 MARCH 2024

FUNDS	18		
Unrestricted funds:			
General fund		423,901	377,544
Designated unrestricted funds		290,092	315,994
		<u>713,993</u>	<u>693,538</u>
Restricted funds:			
Asylum seeker/refugee support fund		-	10,053
TOTAL FUNDS		<u>713,993</u>	<u>703,591</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 11/12/2024
and were signed on its behalf by:


.....
M Milton - Trustee


.....
P J Barron - Trustee

The notes form part of these financial statements

SHAP LIMITED

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

Notes	31.3.24 £	31.3.23 £
Cash flows from operating activities		
Cash generated from operations	1 60,870	11,081
Interest paid	(43,961)	(30,305)
Net cash provided by/(used in) operating activities	<u>16,909</u>	<u>(19,224)</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	(3,118)	(1,065,597)
Interest received	5,801	4,438
Net cash provided by/(used in) investing activities	<u>2,683</u>	<u>(1,061,159)</u>
Cash flows from financing activities		
New loans in year	-	787,500
Loan repayments in year	(35,055)	(22,374)
Net cash (used in)/provided by financing activities	<u>(35,055)</u>	<u>765,126</u>
Change in cash and cash equivalents in the reporting period	<u>(15,463)</u>	<u>(315,257)</u>
Cash and cash equivalents at the beginning of the reporting period	<u>267,186</u>	<u>582,443</u>
Cash and cash equivalents at the end of the reporting period	<u><u>251,723</u></u>	<u><u>267,186</u></u>

The notes form part of these financial statements

SHAP LIMITED

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.24	31.3.23
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	10,402	78,697
Adjustments for:		
Depreciation charges	15,925	16,918
Interest received	(5,801)	(4,438)
Interest paid	43,961	30,305
Increase in debtors	(31,641)	(21,482)
Increase/(decrease) in creditors	28,024	(88,919)
Net cash provided by operations	<u>60,870</u>	<u>11,081</u>

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.4.23	Cash flow	At 31.3.24
	£	£	£
Net cash			
Cash at bank and in hand	267,186	(15,463)	251,723
	<u>267,186</u>	<u>(15,463)</u>	<u>251,723</u>
Debt			
Debts falling due within 1 year	(35,055)	(2,222)	(37,277)
Debts falling due after 1 year	(730,073)	37,277	(692,796)
	<u>(765,128)</u>	<u>35,055</u>	<u>(730,073)</u>
Total	<u>(497,942)</u>	<u>19,592</u>	<u>(478,350)</u>

The notes form part of these financial statements

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MARCH 2024**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

As outlined in the Trustees' Report, the board continues to monitor the financial performance of the charity and undertake appropriate steps to maintain its ongoing financial stability. The Trustees are satisfied that the charity has sufficient reserves to enable it to continue to implement the steps outlined, and improve its financial performance.

Having considered these factors outlined above the trustees consider it appropriate to prepare the financial statements on the going concern basis.

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.

Allocation and apportionment of costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

Tangible fixed assets

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

Freehold property	- 2% on cost
Long leasehold	- 2% on cost
Plant and machinery	- 20% - 33% on cost
Fixtures and fittings	- 20% - 33% on cost
Motor vehicles	- 25% on reducing balance

Taxation

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

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

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.

Designated funds are unrestricted funds earmarked by management for particular purposes.

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES - continued

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

2. DONATIONS AND LEGACIES

	31.3.24	31.3.23
	£	£
Donations	5,209	24,710
Gift aid	-	5,000
	<u>5,209</u>	<u>29,710</u>

3. INVESTMENT INCOME

	31.3.24	31.3.23
	£	£
Bank deposit interest	<u>5,801</u>	<u>4,438</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	31.3.24	31.3.23
	£	£
Rental income	1,482,060	1,211,065
Grants & contracts	2,300,339	2,120,444
Other fees earned	33,716	35,610
Grants & contracts	56,712	49,642
Nursery income	528,343	541,990
	<u>4,401,170</u>	<u>3,958,751</u>

Grants received, included in the above, are as follows:

	31.3.24	31.3.23
	£	£
Supporting People - St Helens	736,865	703,407
Supporting People - Knowsley	145,600	145,600
Supporting people - Halton	432,983	280,571
Supporting People - Liverpool	795,073	782,582
Community Development	56,712	49,642
Temporary Accommodation Management	123,787	114,004
Parental Assessment Unit	66,031	94,280
	<u>2,357,051</u>	<u>2,170,086</u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 6) £	Totals £
Accommodation & support services	3,261,359	528,804	3,790,163
Community development	57,370	-	57,370
Children's nursery	525,058	29,187	554,245
	<u>3,843,787</u>	<u>557,991</u>	<u>4,401,778</u>

6. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Accommodation & support services	443,445	43,961	41,398	528,804
Children's nursery	27,500	-	1,687	29,187
	<u>470,945</u>	<u>43,961</u>	<u>43,085</u>	<u>557,991</u>

7. NET INCOME/(EXPENDITURE)

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

	31.3.24	31.3.23
	£	£
Auditors' remuneration	15,000	15,000
Depreciation - owned assets	15,925	16,916
Other operating leases	<u>604,058</u>	<u>557,618</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

9. STAFF COSTS

	31.3.24 £	31.3.23 £
Wages and salaries	2,548,174	2,240,076
Social security costs	154,083	151,379
Pension costs	48,348	40,481
	2,750,605	2,431,936
	2,750,605	2,431,936

Included within wages this year are invoiced costs totalling £270,464 (2023 £285,574) paid to The Whitechapel Centre for staffing costs they have incurred in relation to the Belvidere Family Hostel and £179,505 (2023 £88,564) of agency staff.

Number of employees with emoluments exceeding £60,000:

	31.3.24 Number	31.3.23 Number
£60,001 - £70,000	1	1
	1	1
	1	1

The average number of full-time equivalent employees during the year was as follows:

	31.3.24 £	31.3.23 £
Central services	7	7
Housing and residential services	90	89
	97	96
	97	96

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	4,710	25,000	29,710
Charitable activities			
Accommodation & support services	3,367,119	-	3,367,119
Community development	49,642	-	49,642
Children's nursery	541,990	-	541,990
Investment income	4,438	-	4,438
Total	3,967,899	25,000	3,992,899

EXPENDITURE ON

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
Charitable activities			
Accommodation & support services	3,333,671	14,947	3,348,618
Community development	64,588	-	64,588
Big Lottery help through crisis	-	-	-
Children's nursery	500,996	-	500,996
Total	<u>3,899,255</u>	<u>14,947</u>	<u>3,914,202</u>
NET INCOME	68,644	10,053	78,697
RECONCILIATION OF FUNDS			
Total funds brought forward	624,894	-	624,894
TOTAL FUNDS CARRIED FORWARD	<u><u>693,538</u></u>	<u><u>10,053</u></u>	<u><u>703,591</u></u>

11. INTANGIBLE FIXED ASSETS

	Goodwill £
COST	
At 1 April 2023 and 31 March 2024	<u>4,000</u>
AMORTISATION	
At 1 April 2023 and 31 March 2024	<u>4,000</u>
NET BOOK VALUE	
At 31 March 2024	<u><u>-</u></u>
At 31 March 2023	<u><u>-</u></u>

SHAP LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024**

12. TANGIBLE FIXED ASSETS

	Freehold property £	Long leasehold £	Plant and machinery £
COST			
At 1 April 2023	1,138,309	137,122	144,705
Additions	-	-	3,118
	<hr/>	<hr/>	<hr/>
At 31 March 2024	1,138,309	137,122	147,823
	<hr/>	<hr/>	<hr/>
DEPRECIATION			
At 1 April 2023	17,200	8,225	134,917
Charge for year	10,883	2,741	2,301
	<hr/>	<hr/>	<hr/>
At 31 March 2024	28,083	10,966	137,218
	<hr/>	<hr/>	<hr/>
NET BOOK VALUE			
At 31 March 2024	1,110,226	126,156	10,605
	<hr/>	<hr/>	<hr/>
At 31 March 2023	1,121,109	128,897	9,788
	<hr/>	<hr/>	<hr/>
	Fixtures and fittings £	Motor vehicles £	Totals £
COST			
At 1 April 2023	73,875	40,635	1,534,646
Additions	-	-	3,118
	<hr/>	<hr/>	<hr/>
At 31 March 2024	73,875	40,635	1,537,764
	<hr/>	<hr/>	<hr/>
DEPRECIATION			
At 1 April 2023	73,875	40,635	274,852
Charge for year	-	-	15,925
	<hr/>	<hr/>	<hr/>
At 31 March 2024	73,875	40,635	290,777
	<hr/>	<hr/>	<hr/>
NET BOOK VALUE			
At 31 March 2024	-	-	1,246,987
	<hr/>	<hr/>	<hr/>
At 31 March 2023	-	-	1,259,794
	<hr/>	<hr/>	<hr/>

Included in cost or valuation of land and buildings is freehold land of £340,000 which is not depreciated.

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	31.3.24	31.3.23
	£	£
Trade debtors	386,870	340,290
Other debtors	24,196	39,135
	<u>411,066</u>	<u>379,425</u>
14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	31.3.24	31.3.23
	£	£
Bank loans and overdrafts (see note 16)	37,277	35,055
Trade creditors	115,938	99,142
Social security and other taxes	38,229	38,037
Accruals and deferred income	311,543	300,507
	<u>502,987</u>	<u>472,741</u>
15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	31.3.24	31.3.23
	£	£
Bank loans (see note 16)	<u>692,796</u>	<u>730,073</u>
16. LOANS		
An analysis of the maturity of loans is given below:		
	31.3.24	31.3.23
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>37,277</u>	<u>35,055</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>37,277</u>	<u>37,277</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>111,831</u>	<u>119,583</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	543,688	573,213

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

17. SECURED DEBTS

The following secured debts are included within creditors:

	31.3.24	31.3.23
	£	£
Bank loans	730,073	765,128
	<u>730,073</u>	<u>765,128</u>

The bank loan is secured by a debenture creating a fixed & floating charge over the assets of the company and a legal first charge over Octavia Court, Byron Close, Huyton, Liverpool.

18. MOVEMENT IN FUNDS

	At 1.4.23	Net movement in funds	Transfers between funds	At 31.3.24
	£	£	£	£
Unrestricted funds				
General fund	377,544	20,455	25,902	423,901
Designated unrestricted funds	315,994	-	(25,902)	290,092
	<u>693,538</u>	<u>20,455</u>	<u>-</u>	<u>713,993</u>
Restricted funds				
Asylum seeker/refugee support fund	10,053	(10,053)	-	-
	<u>10,053</u>	<u>(10,053)</u>	<u>-</u>	<u>-</u>
TOTAL FUNDS	<u>703,591</u>	<u>10,402</u>	<u>-</u>	<u>713,993</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	4,412,180	(4,391,725)	20,455
Restricted funds			
Asylum seeker/refugee support fund	-	(10,053)	(10,053)
	<u>4,412,180</u>	<u>(4,401,778)</u>	<u>10,402</u>
TOTAL FUNDS	<u>4,412,180</u>	<u>(4,401,778)</u>	<u>10,402</u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	349,894	68,644	(40,994)	377,544
Designated unrestricted funds	275,000	-	40,994	315,994
	<u>624,894</u>	<u>68,644</u>	<u>-</u>	<u>693,538</u>
Restricted funds				
Asylum seeker/refugee support fund	-	10,053	-	10,053
TOTAL FUNDS	<u><u>624,894</u></u>	<u><u>78,697</u></u>	<u><u>-</u></u>	<u><u>703,591</u></u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	3,967,899	(3,899,255)	68,644
Restricted funds			
Asylum seeker/refugee support fund	25,000	(14,947)	10,053
TOTAL FUNDS	<u><u>3,992,899</u></u>	<u><u>(3,914,202)</u></u>	<u><u>78,697</u></u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	349,894	89,099	(15,092)	423,901
Designated unrestricted funds	275,000	-	15,092	290,092
	<u>624,894</u>	<u>89,099</u>	<u>-</u>	<u>713,993</u>
TOTAL FUNDS	<u><u>624,894</u></u>	<u><u>89,099</u></u>	<u><u>-</u></u>	<u><u>713,993</u></u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	8,380,079	(8,290,980)	89,099
Restricted funds			
Asylum seeker/refugee support fund	25,000	(25,000)	-
TOTAL FUNDS	<u>8,405,079</u>	<u>(8,315,980)</u>	<u>89,099</u>

19. RELATED PARTY DISCLOSURES

S Cotter-Burgess, during the year, was a director in Merseyside Law Centre Limited. A balance of £nil (2023 £nil) was owed from Merseyside Law Centre Limited at the balance sheet date.

20. ANALYSIS OF FUNDS

Designated unrestricted funds

	At 1.4.23 £	Funds transfer £	At 31.3.24 £
Closure/redundancy costs	275,000	-	275,000
Children foundation	40,994	(25,902)	15,092
	<u>315,994</u>	<u>(25,902)</u>	<u>290,092</u>

Closure/redundancy costs - Costs designated for the recognised risk of losing a significant number of service contracts and the subsequent loss of jobs that this would entail.

Children foundation - Costs designated for the future transfer of the children's nursery into a new charitable organisation.

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

21. DEFERRED INCOME

Deferred income comprises grant income received in advance from block contracts relating to services to be provided during the year ending 31 March 2025.

	£
Balance as at 1 April 2023	25,942
Amount released to incoming resources	(25,942)
Amount deferred in year	24,531
	<hr/>
Balance as at 31 March 2024	<u>24,531</u>

SHAP LTD

England & Wales - Charity number 1075118

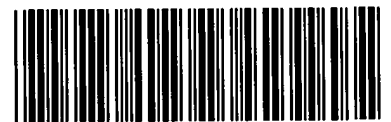
Accounts

REGISTERED COMPANY NUMBER: 01946544 (England and Wales)
REGISTERED CHARITY NUMBER: 1075118

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023
FOR
SHAP LIMITED

C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

THURSDAY



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28/12/2023

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COMPANIES HOUSE

SHAP LIMITED

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FOR THE YEAR ENDED 31 MARCH 2023

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Cash Flow Statement	16
Notes to the Cash Flow Statement	17
Notes to the Financial Statements	18 to 28

SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

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

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

OBJECTIVES AND ACTIVITIES

Aims and objectives for the public benefit

SHAP's principle activities continue to be the provision of accommodation with support and community well-being services. The focus of our work is young, single, homeless people, looked after children and care leavers. However, we also provide services for people of all ages or for those with specific needs such as those related to alcohol, drug mis-use or offending behaviour. Over the past three years we have also developed a service offer for asylum seekers, refugees and displaced Ukrainian families.

Our values as defined by our staff and service users are:

Approachable: being open, friendly and welcoming

Trustworthy, honest and dependable: being respectful and honest, doing the right thing, focussing on our service users and being committed to the organisation and our colleagues

Safe: making people feel safe and at home, giving them a sense of belonging, making SHAP a place where they feel able to return

Creative: delivering a diverse range of services, being dynamic and flexible in our approach and responsive to people's needs

Positive: looking for solutions, not problems, being helpful and confident, empowering people to take up opportunities

Supportive: listening, understanding, supporting people to achieve their goals, supporting each other

Determined: being persistent, going the extra mile, challenging poor attitudes and practices

Respectful: being generous in spirit, making people feel they matter, not judging and not discriminating

Achievement and performance

SHAP's services continue to be extremely busy and many of our accommodation services have a waiting list. SHAP's Board and Chief Executive continue to make sure that the charity's activities are in line with our core objective and values. In 2022/23 we provided services for nearly 2,000 people. As well as our core beneficiaries, young homeless people, we also provided new services for asylum seekers and refugees including people displaced from Afghanistan.

Quality Assurance

SHAP holds the ISO 9001:2015 quality mark and following re-inspection in 2021 we were re-accredited for a further three years. We have reviewed and revised our approach to internal audit against the ISO 9001 standard with the aim of assessing all services against key elements of the standard during the three-year cycle. This re-accreditation is a real achievement for the Quality Group and the person who has assumed part time responsibility for ISO:9001 management and oversight. The organisation's resources in this regard have reduced significantly since we initially achieved the quality mark and considerable work was required to ensure that we retained it.

Succession planning

SHAP's Board and Chief Executive have continued to focus on succession planning. The strategy for appointing a Chair Designate was successful and the new Chair of Trustees took up her appointment in January 2023. The Board has also agreed a succession strategy for the Chief Executive as part of a plan to secure longer term stability for the charity. This plan is commercially sensitive and therefore remains confidential to the Board.

Financial review

In 2022-2023 the Charity was once again able to produce a slight surplus. This is encouraging as it is in the face of an increasingly challenging financial environment. The current cost of living crisis has seen significant cost pressures across all areas of SHAP's activity and is increasing the levels of hardship faced by many of our service users.

SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

The plan to transfer the charity's nursery setting out of the Charity and into another mechanism is now set to take place between January and March of 2024.

SHAP continues to look for opportunities to work collaboratively with other agencies and organisations and is always open to discussions around mutually beneficial strategic partnerships.

It is for these reasons that SHAP's Trustees believe that the charity remains a going concern for a period of at least the next 12 months.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

STRATEGIC REPORT

Financial risk

We continue to review the viability of all of our services in the context of national, regional and local politics and decision making. This has been and remains extremely challenging. The cost of living crisis combined with a sector-wide workforce shortage have combined to produce an exceptionally difficult set of financial circumstances. For the second year running it has been necessary to make a substantial pay award to our staff. A fixed sum for all staff was agreed as the most equitable way to deliver this. The sum is equivalent to around 6% for the majority of frontline roles.

Achieving full cost recovery over many of our service contracts is now virtually impossible. Contract budgets were generally set to increase at around 2-2.2% each year but in reality we have seen costs rising by an average of 8% over the past 12 months.

SHAP continues to look for ways to generate additional income which can support core funds whilst ensuring that services are as cost effective and efficient as they can be. SHAP's services for young people present outstanding value for money and our strategic plan includes an objective around developing a wider offer for the young people - including providing care as well as support. This requires specialist knowledge and experience and we are developing a senior management post to lead the management and development of care and support services for young people.

SHAP maintains a risk register which identifies all the key risks that the charity is facing at any given time. The risk register identifies a number of financial risks that the charity faces and grades them in terms of likelihood. SHAP's leadership team then set out how these risks will be managed or mitigated. The risk register is reviewed regularly by the Chief Executive, the Finance Officer and Senior Managers and is discussed by the Board twice a year.

Detailed quarterly management accounts are provided to the Board to enable them to review the significant risk of our failing to deliver against our cost controls. Increasing pressure costs, particularly around energy and building materials, have led to this risk being increased. Although less than in previous years risks associated with Covid are still present and we also face continuing uncertainty as a result of high inflation, political instability and escalating workforce challenges.

Transactions and financial position

The current financial climate is reflected in SHAP's financial position as it manages to sustain increasing services with decreasing resources. The pattern of funds is changing between restricted and unrestricted income as some of our funders are increasingly aware of the need for us to be more flexible with our resources.

The statement of financial activities shows a surplus of £78,697 (2022 surplus of £95,877). Total reserves carried forward as at 31 March 2023 stand at £703,591 (2022: £624,894) with unrestricted funds of £693,538 (2022: £624,894) and restricted funds of £10,053 (2022: £nil).

The charity continues to hold restricted and unrestricted funds and to maintain reserves in line with its Reserves Policy. The aim of the policy is to maintain a reserve of unrestricted funds at a level that will enable the charity to operate for an optimum period of 6 months and a minimum period of 3 months. The Board of Trustees regularly review the amount of reserves that are required to ensure that this financial stability is maintained and that the charity is able to continue to fulfil its obligations. This policy has been reviewed in light of the increased use of core funds during financial years 2017-18 and 2018-19. This resulted in a diminished reserve but one which still meets our minimum requirement of 3 months' running costs. The Trustees are satisfied that our provision and our process for monitoring are prudent and appropriate. They will continue to review this situation every 6 months.

In anticipation of the Charity's nursery moving across to a new charitable organisation early in 2024 a fund has been designated for this purpose within SHAP's unrestricted funds.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

STRATEGIC REPORT

Future plans

Future plans - Our strategy for the future

The Trustees and executive management of the organisation will continue to refresh our strategic business development plans. We want to ensure that the organisation is able to meet the challenges of the far-reaching changes which will be affecting the public and third sectors over the coming months and years.

We remain committed to the following objectives:

1. Contributing to the creation of sustainable communities in the area where we work and to the prevention of homelessness.
2. Communicating brilliantly.
3. Promoting diversity, anti-racism and social justice.
4. Achieving a structure that ensures maximum stability for our existing services and provides best opportunities for growth; a clear, strong, effective and flexible management structure.
5. Having skilled and motivated staff empowering service users who have access to a wide range of opportunities.
6. Enabling people's views about their own situations to be heard.
7. Enabling children and young people to make a positive impact on the world around them.

In pursuit of these objectives the Board has agreed an important strategic development: SHAP's primary offer has always been providing young people with good standard accommodation and structured support around life skills and independent living. Over recent years we have seen a marked increase in young people who also have significant care needs. These needs must be met in order for them to confidently move towards independence. SHAP will therefore look to realign some of its service offers and develop new ones which will enable us to develop models of care and support. Initially this will be through the development of models of semi-independent living for children and young people who are looked after by local authorities or preparing to leave their care. We are confident that our values and core expertise provide a good foundation for such a service development and will ensure that suitably experienced and qualified managers are brought into the organisation to ensure their effective delivery.

We believe that the pandemic has shown the importance of public/private collaboration at a national and local level and as an organisation we are keen to work in the space. Many local authorities will be making service changes because of financial pressures but this will create a need for innovation. Health and social care services will be commissioned and delivered differently over the next few years and a focus on population health measures delivered at a local level will again provide opportunities for imaginative collaborative responses from public and third sector organisations. SHAP intends to become a leading provider/enabler of these community well-being services.

Following a protracted negotiation around the management of a housing scheme at Octavia Court in Huyton, Knowsley SHAP made an offer to buy. The Housing Association that owned the properties accepted and SHAP completed the purchase in July 2022. This 24 flat scheme is a long term investment which is planned to support the purchase of further properties in the future.

SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

SHAP Limited is a charitable company, limited by guarantee, incorporated in September 1985 and registered as a charity. The company was established under its Memorandum and Articles of Association that set out the objects and powers of the charitable company. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Trustees

The directors of the charitable company are also Trustees for the purpose of charity law. Trustees are known as members of the management Board of Trustees and are elected to serve for a period of three years, after which they may be re-elected at the next annual general meeting.

The Charity successfully recruited a chair designate in 2022 - Diane Williams became Chair during the period covered by these accounts. The Trustees recorded their grateful thanks to Mary Milton who had undertaken the role of Chair of Trustees for a number of years.

Induction and training of new trustees

New trustees are invited to attend meetings with the chief executive and the senior management team to familiarise themselves with the charitable company's activities and the context within which it operates. Areas covered would include the obligations and responsibilities of becoming a trustee, a review of the governing document and the current financial position.

Organisational structure

The Board of Trustees, of which there is no maximum number but a minimum number of two, meets quarterly to administer activities and set the policy and strategic direction of the charity. The Board elects the Chair every three years who is responsible for organising Board meetings and meeting regularly with the Chief Executive. A published scheme of delegation sets out the responsibilities which the Board keeps to itself and those which it delegates to the Chief Executive and managers. The day to day responsibility of the provision of services and overall management of the charity rests with the Chief Executive who also acts as the Company Secretary.

Related parties

SHAP delivers three services in partnership with other agencies - a homeless families centre and a harm reduction residential service in Liverpool in partnership with The Whitechapel Centre and a floating support service in Halton in partnership with Plus Dane Housing.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

01946544 (England and Wales)

Registered Charity number

1075118

Registered office

Bearly House
67 Liverpool Road
St Helens
Merseyside
WA10 1PQ

SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

Trustees

M Milton
S Cotter-Burgess
P J Barron
D Williams (appointed 6.5.22)

Company Secretary

M C Weights

Auditors

C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of SHAP Limited 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 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;
- 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are 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 auditors are aware of that information.

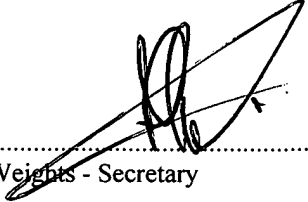
AUDITORS

The auditors, C A Hunter Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

SHAP LIMITED (REGISTERED NUMBER: 01946544)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors,
on 12/12/2023..... and signed on the board's behalf by:



.....
M C Weights - Secretary

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Opinion

We have audited the financial statements of SHAP Limited (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its 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.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable 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, other than the financial statements and our Report of the Independent Auditors 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 this gives rise to a material misstatement in the financial statements themselves. 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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 charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Our 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 a Report of the Independent Auditors 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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we have 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 senior managers and the trustees, and from our commercial knowledge and experience of the industry sector, and the relevant laws and regulations have been communicated within the audit team throughout the course of our work;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities SORP, employment, health and safety legislation; and
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence.

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

- making enquiries of management and trustees 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;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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 management reporting processes to the board of trustees;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with the Charity Commission and other relevant regulators.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**


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 Report of the Independent Auditors.

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. 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 auditors' 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.



Keith Rotheram (Senior Statutory Auditor)
for and on behalf of C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

Date: 13th December 2023

SHAP LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	4,710	25,000	29,710	1,965
Charitable activities					
Accommodation & support services	4	3,367,119	-	3,367,119	3,194,162
Advocacy services		-	-	-	7,546
Community development		49,642	-	49,642	49,017
Children's nursery		541,990	-	541,990	480,443
Investment income	3	4,438	-	4,438	873
Total		<u>3,967,899</u>	<u>25,000</u>	<u>3,992,899</u>	<u>3,734,006</u>
EXPENDITURE ON					
Charitable activities					
Accommodation & support services	5	3,333,671	14,947	3,348,618	3,064,489
Advocacy services		-	-	-	25,221
Community development		64,588	-	64,588	67,976
Children's nursery		500,996	-	500,996	480,443
Total		<u>3,899,255</u>	<u>14,947</u>	<u>3,914,202</u>	<u>3,638,129</u>
NET INCOME		68,644	10,053	78,697	95,877
RECONCILIATION OF FUNDS					
Total funds brought forward		624,894	-	624,894	529,017
TOTAL FUNDS CARRIED FORWARD		<u>693,538</u>	<u>10,053</u>	<u>703,591</u>	<u>624,894</u>

The notes form part of these financial statements

SHAP LIMITED (REGISTERED NUMBER: 01946544)

BALANCE SHEET
31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
FIXED ASSETS					
Tangible assets	12	1,259,794	-	1,259,794	211,113
CURRENT ASSETS					
Debtors	13	379,425	-	379,425	357,943
Cash at bank		257,133	10,053	267,186	582,443
		<u>636,558</u>	<u>10,053</u>	<u>646,611</u>	<u>940,386</u>
CREDITORS					
Amounts falling due within one year	14	(472,741)	-	(472,741)	(526,605)
NET CURRENT ASSETS		<u>163,817</u>	<u>10,053</u>	<u>173,870</u>	<u>413,781</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		1,423,611	10,053	1,433,664	624,894
CREDITORS					
Amounts falling due after more than one year	15	(730,073)	-	(730,073)	-
NET ASSETS		<u><u>693,538</u></u>	<u><u>10,053</u></u>	<u><u>703,591</u></u>	<u><u>624,894</u></u>

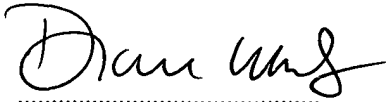
The notes form part of these financial statements

SHAP LIMITED (REGISTERED NUMBER: 01946544)

BALANCE SHEET - continued
31 MARCH 2023

FUNDS	18		
Unrestricted funds:			
General fund		377,544	349,894
Designated unrestricted funds		315,994	275,000
		<u>693,538</u>	<u>624,894</u>
Restricted funds:			
Asylum seeker/refugee support fund		10,053	-
TOTAL FUNDS		<u>703,591</u>	<u>624,894</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 12/12/2023 and were signed on its behalf by:



.....
D Williams - Trustee



.....
P J Barron - Trustee

SHAP LIMITED

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	31.3.23 £	31.3.22 £
Cash flows from operating activities			
Cash generated from operations	1	11,081	28,695
Interest paid		(30,305)	-
		<hr/>	<hr/>
Net cash (used in)/provided by operating activities		(19,224)	28,695
		<hr/>	<hr/>
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,065,597)	-
Interest received		4,438	873
		<hr/>	<hr/>
Net cash (used in)/provided by investing activities		(1,061,159)	873
		<hr/>	<hr/>
Cash flows from financing activities			
New loans in year		787,500	-
Loan repayments in year		(22,374)	-
		<hr/>	<hr/>
Net cash provided by financing activities		765,126	-
		<hr/>	<hr/>
Change in cash and cash equivalents in the reporting period		(315,257)	29,568
Cash and cash equivalents at the beginning of the reporting period		582,443	552,875
		<hr/>	<hr/>
Cash and cash equivalents at the end of the reporting period		267,186	582,443
		<hr/> <hr/>	<hr/> <hr/>

The notes form part of these financial statements

SHAP LIMITED

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.23	31.3.22
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	78,697	95,877
Adjustments for:		
Depreciation charges	16,918	6,874
Interest received	(4,438)	(873)
Interest paid	30,305	-
Increase in debtors	(21,482)	(114,262)
(Decrease)/increase in creditors	(88,919)	41,079
Net cash provided by operations	<u>11,081</u>	<u>28,695</u>

2. ANALYSIS OF CHANGES IN NET FUNDS/(DEBT)

	At 1.4.22	Cash flow	At 31.3.23
	£	£	£
Net cash			
Cash at bank	582,443	(315,257)	267,186
	<u>582,443</u>	<u>(315,257)</u>	<u>267,186</u>
Debt			
Debts falling due within 1 year	-	(35,055)	(35,055)
Debts falling due after 1 year	-	(730,073)	(730,073)
	<u>-</u>	<u>(765,128)</u>	<u>(765,128)</u>
Total	<u>582,443</u>	<u>(1,080,385)</u>	<u>(497,942)</u>

The notes form part of these financial statements

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

As outlined in the Trustees' Report, the board continues to monitor the financial performance of the charity and undertake appropriate steps to maintain its ongoing financial stability. The Trustees are satisfied that the charity has sufficient reserves to enable it to continue to implement the steps outlined, and improve its financial performance.

Having considered these factors outlined above the trustees consider it appropriate to prepare the financial statements on the going concern basis.

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.

Allocation and apportionment of costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

Tangible fixed assets

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

Freehold property	- 2% on cost
Long leasehold	- 2% on cost
Plant and machinery	- 20% - 33% on cost
Fixtures and fittings	- 20% - 33% on cost
Motor vehicles	- 25% on reducing balance

Taxation

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

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

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.

Designated funds are unrestricted funds earmarked by management for particular purposes.

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES - continued

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

2. DONATIONS AND LEGACIES

	31.3.23	31.3.22
	£	£
Donations	24,710	1,965
Gift aid	5,000	-
	29,710	1,965
	29,710	1,965

3. INVESTMENT INCOME

	31.3.23	31.3.22
	£	£
Bank deposit interest	4,438	873
	4,438	873
	4,438	873

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.23	31.3.22
		£	£
Rental income	Accommodation & support services	1,211,065	1,071,518
Grants & contracts	Accommodation & support services	2,120,444	2,076,224
Other fees earned	Accommodation & support services	35,610	46,420
Grants & contracts	Advocacy services	-	7,546
Grants & contracts	Community development	49,642	49,017
Nursery income	Children's nursery	541,990	480,443
		3,958,751	3,731,168
		3,958,751	3,731,168

Grants received, included in the above, are as follows:

	31.3.23	31.3.22
	£	£
Supporting People - St Helens	703,407	694,837
Supporting People - Knowsley	145,600	222,551
Supporting people - Halton	280,571	237,551
Supporting People - Liverpool	782,582	717,342
Liverpool Advocacy Services	-	7,546
Community Development	49,642	49,017
Temporary Accommodation Management	114,004	95,499
Parental Assessment Unit	94,280	108,444
	2,170,086	2,132,787
	2,170,086	2,132,787

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 6) £	Totals £
Accommodation & support services	2,869,233	479,385	3,348,618
Community development	53,575	11,013	64,588
Children's nursery	434,142	66,854	500,996
	<u>3,356,950</u>	<u>557,252</u>	<u>3,914,202</u>

6. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Accommodation & support services	401,633	30,305	47,447	479,385
Community development	11,013	-	-	11,013
Children's nursery	65,705	-	1,149	66,854
	<u>478,351</u>	<u>30,305</u>	<u>48,596</u>	<u>557,252</u>

7. NET INCOME/(EXPENDITURE)

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

	31.3.23	31.3.22
	£	£
Auditors' remuneration	15,000	14,000
Depreciation - owned assets	16,916	5,225
Other operating leases	<u>557,618</u>	<u>548,205</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses

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

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

9. STAFF COSTS

	31.3.23 £	31.3.22 £
Wages and salaries	2,240,076	2,202,955
Furlough grants received	-	(2,824)
Social security costs	151,379	131,905
Pension costs	40,481	40,604
	2,431,936	2,372,640
	2,431,936	2,372,640

Included within wages this year are invoiced costs totalling £285,574 (2022 £267,695) paid to The Whitechapel Centre for staffing costs they have incurred in relation to the Belvidere Family Hostel and £88,564 (2022 £79,146) of agency staff.

Number of employees with emoluments exceeding £60,000:

	31.3.23 Number	31.3.22 Number
£60,001 - £70,000	1	1
	1	1
	1	1

The average number of full-time equivalent employees during the year was as follows:

	31.3.23 £	31.3.22 £
Central services	7	7
Housing and residential services	89	90
	96	97
	96	97

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	1,965	-	1,965
Charitable activities			
Accommodation & support services	3,194,162	-	3,194,162
Advocacy services	7,546	-	7,546
Community development	49,017	-	49,017
Children's nursery	480,443	-	480,443
Investment income	873	-	873
Total	3,734,006	-	3,734,006

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
EXPENDITURE ON			
Charitable activities			
Accommodation & support services	3,064,489	-	3,064,489
Advocacy services	25,221	-	25,221
Community development	67,976	-	67,976
Children's nursery	480,443	-	480,443
Total	<u>3,638,129</u>	<u>-</u>	<u>3,638,129</u>
NET INCOME	95,877	-	95,877
RECONCILIATION OF FUNDS			
Total funds brought forward	529,017	-	529,017
TOTAL FUNDS CARRIED FORWARD	<u>624,894</u>	<u>-</u>	<u>624,894</u>

11. INTANGIBLE FIXED ASSETS

	Goodwill £
COST	
At 1 April 2022 and 31 March 2023	<u>4,000</u>
AMORTISATION	
At 1 April 2022 and 31 March 2023	<u>4,000</u>
NET BOOK VALUE	
At 31 March 2023	<u>-</u>
At 31 March 2022	<u>-</u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

12. TANGIBLE FIXED ASSETS

	Freehold property £	Long leasehold £	Plant and machinery £
COST			
At 1 April 2022	82,500	137,122	134,917
Additions	1,055,809	-	9,788
	<hr/>	<hr/>	<hr/>
At 31 March 2023	1,138,309	137,122	144,705
	<hr/>	<hr/>	<hr/>
DEPRECIATION			
At 1 April 2022	3,300	5,484	134,917
Charge for year	13,900	2,741	-
	<hr/>	<hr/>	<hr/>
At 31 March 2023	17,200	8,225	134,917
	<hr/>	<hr/>	<hr/>
NET BOOK VALUE			
At 31 March 2023	1,121,109	128,897	9,788
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2022	79,200	131,638	-
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	Fixtures and fittings £	Motor vehicles £	Totals £
COST			
At 1 April 2022	73,875	40,635	469,049
Additions	-	-	1,065,597
	<hr/>	<hr/>	<hr/>
At 31 March 2023	73,875	40,635	1,534,646
	<hr/>	<hr/>	<hr/>
DEPRECIATION			
At 1 April 2022	73,875	40,360	257,936
Charge for year	-	275	16,916
	<hr/>	<hr/>	<hr/>
At 31 March 2023	73,875	40,635	274,852
	<hr/>	<hr/>	<hr/>
NET BOOK VALUE			
At 31 March 2023	-	-	1,259,794
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2022	-	275	211,113
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	31.3.23	31.3.22
	£	£
Trade debtors	340,290	272,692
Other debtors	39,135	85,251
	<u>379,425</u>	<u>357,943</u>
14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	31.3.23	31.3.22
	£	£
Bank loans and overdrafts (see note 16)	35,055	-
Trade creditors	99,142	151,222
Social security and other taxes	38,037	36,256
Accruals and deferred income	300,507	339,127
	<u>472,741</u>	<u>526,605</u>
15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	31.3.23	31.3.22
	£	£
Bank loans (see note 16)	730,073	-
	<u>730,073</u>	<u>-</u>
16. LOANS		
An analysis of the maturity of loans is given below:		
	31.3.23	31.3.22
	£	£
Amounts falling due within one year on demand:		
Bank loans	35,055	-
	<u>35,055</u>	<u>-</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	37,277	-
	<u>37,277</u>	<u>-</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	119,583	-
	<u>119,583</u>	<u>-</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	573,213	-

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

17. SECURED DEBTS

The following secured debts are included within creditors:

	31.3.23	31.3.22
	£	£
Bank loans	<u>765,128</u>	<u>-</u>

The bank loan is secured by a debenture creating a fixed & floating charge over the assets of the company and a legal first charge over Octavia Court, Byron Close, Huyton, Liverpool.

18. MOVEMENT IN FUNDS

	At 1.4.22	Net movement in funds	Transfers between funds	At 31.3.23
	£	£	£	£
Unrestricted funds				
General fund	349,894	68,644	(40,994)	377,544
Designated unrestricted funds	275,000	-	40,994	315,994
	<u>624,894</u>	<u>68,644</u>	<u>-</u>	<u>693,538</u>
Restricted funds				
Asylum seeker/refugee support fund	-	10,053	-	10,053
TOTAL FUNDS	<u>624,894</u>	<u>78,697</u>	<u>-</u>	<u>703,591</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	3,967,899	(3,899,255)	68,644
Restricted funds			
Asylum seeker/refugee support fund	25,000	(14,947)	10,053
TOTAL FUNDS	<u>3,992,899</u>	<u>(3,914,202)</u>	<u>78,697</u>

SHAP LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023**

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	254,017	95,877	349,894
Designated unrestricted funds	275,000	-	275,000
	<u>529,017</u>	<u>95,877</u>	<u>624,894</u>
TOTAL FUNDS	<u>529,017</u>	<u>95,877</u>	<u>624,894</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	3,734,006	(3,638,129)	95,877
	<u>3,734,006</u>	<u>(3,638,129)</u>	<u>95,877</u>
TOTAL FUNDS	<u>3,734,006</u>	<u>(3,638,129)</u>	<u>95,877</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	254,017	164,521	(40,994)	377,544
Designated unrestricted funds	275,000	-	40,994	315,994
	<u>529,017</u>	<u>164,521</u>	<u>-</u>	<u>693,538</u>
Restricted funds				
Asylum seeker/refugee support fund	-	10,053	-	10,053
	<u>529,017</u>	<u>174,574</u>	<u>-</u>	<u>703,591</u>
TOTAL FUNDS	<u>529,017</u>	<u>174,574</u>	<u>-</u>	<u>703,591</u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	7,701,905	(7,537,384)	164,521
Restricted funds			
Asylum seeker/refugee support fund	25,000	(14,947)	10,053
TOTAL FUNDS	<u>7,726,905</u>	<u>(7,552,331)</u>	<u>174,574</u>

19. RELATED PARTY DISCLOSURES

S Cotter-Burgess, during the year, was a director in Merseyside Law Centre Limited. A balance of £nil (2022 £3,763) was owed from Merseyside Law Centre Limited at the balance sheet date.

20. ANALYSIS OF FUNDS

Designated unrestricted funds

	At 1.4.22 £	Funds transfer £	At 31.3.23 £
Closure/redundancy costs	275,000	-	275,000
Children foundation	-	40,994	40,994
	<u>275,000</u>	<u>40,994</u>	<u>315,994</u>

Closure/redundancy costs - Costs designated for the recognised risk of losing a significant number of service contracts and the subsequent loss of jobs that this would entail.

Children foundation - Costs designated for the future transfer of the children's nursery into a new charitable organisation.

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

21. DEFERRED INCOME

Deferred income comprises grant income received in advance from block contracts relating to services to be provided during the year ending 31 March 2024.

	£
Balance as at 1 April 2022	25,824
Amount released to incoming resources	(25,824)
Amount deferred in year	25,942
	<hr/>
Balance as at 31 March 2023	25,942
	<hr/> <hr/>

SHAP LTD

England & Wales - Charity number 1075118

Accounts

REGISTERED COMPANY NUMBER: 01946544 (England and Wales)
REGISTERED CHARITY NUMBER: 1075118

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022
FOR
SHAP LIMITED

C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

SHAP LIMITED

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FOR THE YEAR ENDED 31 MARCH 2022

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SHAP LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

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 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

SHAP LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

OBJECTIVES AND ACTIVITIES

Aims and objectives for the public benefit

SHAP's principle activities continue to be the provision of accommodation with support and community well-being services. The focus of our work is young, single, homeless people, looked after children and care leavers. However, we also provide services for people of all ages or for those with specific needs such as those related to alcohol, drug mis-use or offending behaviour. Over the past three years we have also developed a service offer for asylum seekers, refugees and displaced Ukrainian families.

Our values as defined by our staff and service users are:

Approachable: being open, friendly and welcoming

Trustworthy, honest and dependable: being respectful and honest, doing the right thing, focussing on our service users and being committed to the organisation and our colleagues

Safe: making people feel safe and at home, giving them a sense of belonging, making SHAP a place where they feel able to return

Creative: delivering a diverse range of services, being dynamic and flexible in our approach and responsive to people's needs

Positive: looking for solutions, not problems, being helpful and confident, empowering people to take up opportunities

Supportive: listening, understanding, supporting people to achieve their goals, supporting each other

Determined: being persistent, going the extra mile, challenging poor attitudes and practices

Respectful: being generous in spirit, making people feel they matter, not judging and not discriminating

Achievement and performance

SHAP's services continue to be extremely busy and many of our accommodation services have a waiting list. SHAP's Board and Chief Executive continue to make sure that the charity's activities are in line with our core objective and values. In 2021/22 we provided services for nearly 2,000 people. As well as our core beneficiaries, young homeless people, we also provided new services for asylum seekers and refugees including people displaced from Afghanistan.

Quality Assurance

SHAP holds the ISO 9001:2015 quality mark and following re-inspection in 2021 we were re-accredited for a further three years. We have reviewed and revised our approach to internal audit against the ISO 9001 standard with the aim of assessing all services against key elements of the standard during the three-year cycle. This re-accreditation is a real achievement for the Quality Group and the person who has assumed part time responsibility for ISO:9001 management and oversight. The organisation's resources in this regard have reduced significantly since we initially achieved the quality mark and considerable work was required to ensure that we retained it.

Succession planning

SHAP's Board and Chief Executive have continued to focus on succession planning. The strategy for appointing a Chair Designate was successful and the new Chair of Trustees will take up her appointment in January 2023. The Board has also agreed a succession strategy for the Chief Executive as part of a plan to secure longer term stability for the charity. This plan is commercially sensitive and therefore remains confidential to the Board.

Financial review

In 2021/2022 the charity again produced a slight surplus but although this is encouraging, maintaining a positive financial performance poses an increasing financial challenge. We continue to operate a nursery setting whilst plans to transfer it out of the charity are reviewed. It is now likely that this transfer will take place in the first half of 2023. As a result of extremely tight operating margins, our treasury rules will not have any further review until March 2023 when extending some delegations will be considered.

SHAP continues to look for opportunities to work collaboratively with other agencies and organisations and is always open to discussions around mutually beneficial strategic partnerships.

SHAP LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

It is for these reasons that SHAP's Trustees believe that the charity remains a going concern for a period of at least the next 12 months.

STRATEGIC REPORT

Financial risk

We continue to review the viability of our services and their business plans in the context of national, regional and local politics and decision making. This has been and remains extremely challenging. The current cost of living crisis and a sector wide workforce shortage have combined to produce an exceptionally difficult financial landscape for the charity. The need to make a meaningful pay award to our staff meant that some planned developments and a senior management appointment had to be abandoned. Increasing pressure on local authority budgets following on from 12 years of austerity, mean that the gap between the fees we receive for delivering services and the cost of those services is growing rapidly.

We will continue to look for ways to generate additional income which can support our core funds and to ensure that our services are as cost effective and efficient as they can be. We plan to commission an external assessment of the impact that our services have, both in terms of outcomes for our service users and cost benefits for our Commissioners. We believe that our services for young people in particular, present outstanding value for money to Children and Young People's Services and that a cost benefit analysis will demonstrate this. SHAP maintains a risk register which identifies all the key risks that the charity faces at any given time. The risk register identifies a number of financial risks that face the charity and grades them in terms of the likelihood of them happening. We then describe how we manage or mitigate these risks. The risk register is reviewed regularly by the Chief Executive, Finance Officer and senior managers and is discussed by the Board at least twice a year. During the financial year we regularly review the significant risk of failing to deliver against our cost controls and recovery targets. Increasing pressure costs, particularly around energy and building materials, lead to this risk being increased. With risks associated with Covid still significant, we also face short to medium term uncertainty as a result of high inflation, political instability and escalating workforce challenges.

Transactions and financial position

The current financial climate is reflected in SHAP's financial position as it manages to sustain increasing services with decreasing resources. The pattern of funds is changing between restricted and unrestricted income as some of our funders are increasingly aware of the need for us to be more flexible with our resources.

The statement of financial activities shows a surplus of £95,877 (2021 surplus of £163,307). Total reserves carried forward as at 31 March 2022 stand at £624,894 (2021: £529,017) with unrestricted funds of £624,894 (2021: £529,017) and restricted funds of £nil (2021: £nil).

The charity continues to hold restricted and unrestricted funds and to maintain reserves in line with its Reserves Policy. The aim of the policy is to maintain a reserve of unrestricted funds at a level that will enable the charity to operate for an optimum period of 6 months and a minimum period of 3 months. The Board of Trustees regularly review the amount of reserves that are required to ensure that this financial stability is maintained and that the charity is able to continue to fulfil its obligations. This policy has been reviewed in light of the increased use of core funds during financial years 2017-18 and 2018-19. This resulted in a diminished reserve but one which still meets our minimum requirement of 3 months' running costs. The Trustees and our Auditors are satisfied that our provision and our process for monitoring are prudent and appropriate. They will continue to review this situation every 6 months.

SHAP LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

STRATEGIC REPORT

Future plans

Future plans - Our strategy for the future

The Trustees and executive management of the organisation will continue to refresh our strategic business development plans. We want to ensure that the organisation is able to meet the challenges of the far-reaching changes which will be affecting the public and third sectors over the coming months and years.

We remain committed to the following objectives:

1. Contributing to the creation of sustainable communities in the area where we work and to the prevention of homelessness.
2. Communicating brilliantly.
3. Promoting diversity, anti-racism and social justice.
4. Achieving a structure that ensures maximum stability for our existing services and provides best opportunities for growth; a clear, strong, effective and flexible management structure.
5. Having skilled and motivated staff empowering service users who have access to a wide range of opportunities.
6. Enabling people's views about their own situations to be heard.
7. Enabling children and young people to make a positive impact on the world around them.

In pursuit of these objectives the Board has agreed an important strategic development: SHAP's primary offer has always been providing young people with good standard accommodation and structured support around life skills and independent living. Over recent years we have seen a marked increase in young people who also have significant care needs. These needs must be met in order for them to confidently move towards independence. SHAP will therefore look to realign some of its service offers and develop new ones which will enable us to develop models of care and support. Initially this will be through the development of models of semi-independent living for children and young people who are looked after by local authorities or preparing to leave their care. We are confident that our values and core expertise provide a good foundation for such a service development and will ensure that suitably experienced and qualified managers are brought into the organisation to ensure their effective delivery.

We believe that the pandemic has shown the importance of public/private collaboration at a national and local level and as an organisation we are keen to work in the space. Many local authorities will be making service changes because of financial pressures but this will create a need for innovation. Health and social care services will be commissioned and delivered differently over the next few years and a focus on population health measures delivered at a local level will again provide opportunities for imaginative collaborative responses from public and third sector organisations. SHAP intends to become a leading provider/enabler of these community well-being services.

Following a protracted negotiation around the management of a housing scheme at Octavia Court in Huyton, Knowsley SHAP made an offer to buy. The Housing Association that owned the properties accepted and SHAP completed the purchase in July 2022. This 24 flat scheme is a long term investment which is planned to support the purchase of further properties in the future.

SHAP LIMITED

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2022**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

SHAP Limited is a charitable company, limited by guarantee, incorporated in September 1985 and registered as a charity. The company was established under its Memorandum and Articles of Association that set out the objects and powers of the charitable company. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Trustees

The directors of the charitable company are also Trustees for the purpose of charity law. Trustees are known as members of the management Board of Trustees and are elected to serve for a period of three years, after which they may be re-elected at the next annual general meeting.

Our aim to recruit new Trustees in 2020 was delayed as a direct result of the Covid-19 pandemic. In the Autumn of 2021 we recruited a new Trustee who will join the Board in 2022. We have also successfully recruited a Chair Designate who will replace our current Chair in January 2023.

Induction and training of new trustees

New trustees are invited to attend meetings with the chief executive and the senior management team to familiarise themselves with the charitable company's activities and the context within which it operates. Areas covered would include the obligations and responsibilities of becoming a trustee, a review of the governing document and the current financial position.

Organisational structure

The Board of Trustees, of which there is no maximum number but a minimum number of two, meets quarterly to administer activities and set the policy and strategic direction of the charity. The Board elects the Chair every three years who is responsible for organising Board meetings and meeting regularly with the Chief Executive. A published scheme of delegation sets out the responsibilities which the Board keeps to itself and those which it delegates to the Chief Executive and managers. The day to day responsibility of the provision of services and overall management of the charity rests with the Chief Executive who also acts as the Company Secretary.

Related parties

SHAP delivers three services in partnership with other agencies - a homeless families centre and a harm reduction residential service in Liverpool in partnership with The Whitechapel Centre and a floating support service in Halton in partnership with Plus Dane Housing.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

01946544 (England and Wales)

Registered Charity number

1075118

Registered office

Lakeside Building
Prescot Road
St Helens
Merseyside
WA10 3TT

Trustees

M Milton
S Cotter-Burgess
P J Barron
D Williams (appointed 6.5.22)

SHAP LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

REFERENCE AND ADMINISTRATIVE DETAILS

Company Secretary

M C Weights

Auditors

C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of SHAP Limited 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 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;
- 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are 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 auditors are aware of that information.

AUDITORS

The auditors, C A Hunter Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 15 December 2022 and signed on the board's behalf by:



M C Weights - Secretary

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Opinion

We have audited the financial statements of SHAP Limited (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its 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.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable 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, other than the financial statements and our Report of the Independent Auditors 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 this gives rise to a material misstatement in the financial statements themselves. 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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 charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we have 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 senior managers and the trustees, and from our commercial knowledge and experience of the industry sector, and the relevant laws and regulations have been communicated within the audit team throughout the course of our work;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities SORP, coronavirus legislation, employment, health and safety legislation; and
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence.

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

- making enquiries of management and trustees 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;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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 management reporting processes to the board of trustees;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with the Charity Commission and other relevant regulators.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**


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 Report of the Independent Auditors.

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. 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 auditors' 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.



Keith Rotheram (Senior Statutory Auditor)
for and on behalf of C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

19 December 2022

SHAP LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	1,965	-	1,965	2,342
Charitable activities					
Accommodation & support services		3,195,035	-	3,195,035	3,178,701
Advocacy services		7,546	-	7,546	-
Community development		49,017	-	49,017	58,000
Children's nursery		480,443	-	480,443	589,131
Big Lottery help through crisis		-	-	-	50,938
Total		<u>3,734,006</u>	<u>-</u>	<u>3,734,006</u>	<u>3,879,112</u>
EXPENDITURE ON					
Charitable activities					
Accommodation & support services	4	3,064,489	-	3,064,489	3,086,995
Advocacy services		25,221	-	25,221	24,302
Community development		67,976	-	67,976	62,884
Children's nursery		480,443	-	480,443	454,253
Big Lottery help through crisis		-	-	-	87,371
Total		<u>3,638,129</u>	<u>-</u>	<u>3,638,129</u>	<u>3,715,805</u>
NET INCOME		95,877	-	95,877	163,307
RECONCILIATION OF FUNDS					
Total funds brought forward		529,017	-	529,017	365,710
TOTAL FUNDS CARRIED FORWARD		<u><u>624,894</u></u>	<u><u>-</u></u>	<u><u>624,894</u></u>	<u><u>529,017</u></u>

The notes form part of these financial statements

SHAP LIMITED

BALANCE SHEET
31 MARCH 2022

	Notes	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
FIXED ASSETS					
Tangible assets	11	211,113	-	211,113	217,988
CURRENT ASSETS					
Debtors	12	357,943	-	357,943	243,680
Cash at bank		582,443	-	582,443	552,875
		<hr/>	<hr/>	<hr/>	<hr/>
		940,386	-	940,386	796,555
CREDITORS					
Amounts falling due within one year	13	(526,605)	-	(526,605)	(485,526)
		<hr/>	<hr/>	<hr/>	<hr/>
NET CURRENT ASSETS		413,781	-	413,781	311,029
		<hr/>	<hr/>	<hr/>	<hr/>
TOTAL ASSETS LESS CURRENT LIABILITIES		624,894	-	624,894	529,017
		<hr/>	<hr/>	<hr/>	<hr/>
NET ASSETS		624,894	-	624,894	529,017
		<hr/>	<hr/>	<hr/>	<hr/>
FUNDS	14				
Unrestricted funds:					
General fund				349,894	254,017
Designated unrestricted funds				275,000	275,000
				<hr/>	<hr/>
				624,894	529,017
				<hr/>	<hr/>
TOTAL FUNDS				624,894	529,017
				<hr/>	<hr/>

The financial statements were approved by the Board of Trustees and authorised for issue on 15 December 2022 and were signed on its behalf by:



M Milton - Trustee



P J Barron - Trustee

The notes form part of these financial statements

SHAP LIMITED

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	31.3.22 £	31.3.21 £
Cash flows from operating activities			
Cash generated from operations	1	29,568	310,680
Net cash provided by operating activities		<u>29,568</u>	<u>310,680</u>
Change in cash and cash equivalents in the reporting period		29,568	310,680
Cash and cash equivalents at the beginning of the reporting period		<u>552,875</u>	<u>242,195</u>
Cash and cash equivalents at the end of the reporting period		<u><u>582,443</u></u>	<u><u>552,875</u></u>

The notes form part of these financial statements

SHAP LIMITED

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES	31.3.22	31.3.21
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	95,877	163,307
Adjustments for:		
Depreciation charges	6,874	9,858
(Increase)/decrease in debtors	(114,262)	36,074
Increase in creditors	41,079	101,441
Net cash provided by operations	<u>29,568</u>	<u>310,680</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21	Cash flow	At 31.3.22
	£	£	£
Net cash			
Cash at bank	552,875	29,568	582,443
	<u>552,875</u>	<u>29,568</u>	<u>582,443</u>
Total	<u>552,875</u>	<u>29,568</u>	<u>582,443</u>

The notes form part of these financial statements

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

As outlined in the Trustees' Report, the board continues to monitor the financial performance of the charity and undertake appropriate steps to maintain its ongoing financial stability. The Trustees are satisfied that the charity has sufficient reserves to enable it to continue to implement the steps outlined, and improve its financial performance.

Having considered these factors outlined above the trustees consider it appropriate to prepare the financial statements on the going concern basis.

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.

Allocation and apportionment of costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

Tangible fixed assets

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

Plant and machinery	- 20% - 33% on cost
Fixtures and fittings	- 20% - 33% on cost
Motor vehicles	- 25% on reducing balance

Taxation

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

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

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.

Designated funds are unrestricted funds earmarked by management for particular purposes.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

2. DONATIONS AND LEGACIES

	31.3.22	31.3.21
	£	£
Donations	<u>1,965</u>	<u>2,342</u>

3. INCOME FROM CHARITABLE ACTIVITIES

		31.3.22	31.3.21
	Activity	£	£
Rental income	Accommodation & support services	1,071,518	1,061,150
Grants & contracts	Accommodation & support services	2,076,224	2,089,371
Other fees earned	Accommodation & support services	47,293	28,180
Grants & contracts	Advocacy services	7,546	-
Grants & contracts	Community development	49,017	58,000
Nursery income	Children's nursery	480,443	589,131
Grants & contracts	Big Lottery help through crisis	-	50,938
		<u>3,732,041</u>	<u>3,876,770</u>

Grants received, included in the above, are as follows:

	31.3.22	31.3.21
	£	£
Supporting People - St Helens	694,837	671,845
Supporting People - Knowsley	222,551	208,684
Supporting people - Halton	237,551	237,551
Supporting People - Liverpool	717,342	741,664
Liverpool Advocacy Services	7,546	-
Community Development	49,017	58,000
BIG Lottery help through crisis	-	50,938
Temporary Accommodation Management	95,499	81,527
Parental Assessment Unit	108,444	97,894
Homeless Link	-	50,206
	<u>2,132,787</u>	<u>2,198,309</u>

4. CHARITABLE ACTIVITIES COSTS

	Direct	Support	
	Costs	costs (see	
	£	note 5)	Totals
	£	£	£
Accommodation & support services	2,687,303	377,186	3,064,489
Advocacy services	25,221	-	25,221
Community development	60,224	7,752	67,976
Children's nursery	480,443	-	480,443
	<u>3,253,191</u>	<u>384,938</u>	<u>3,638,129</u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

5. SUPPORT COSTS

	Management £	Governance costs £	Totals £
Accommodation & support services	375,865	1,321	377,186
Community development	<u>7,752</u>	<u>-</u>	<u>7,752</u>
	<u>383,617</u>	<u>1,321</u>	<u>384,938</u>

6. NET INCOME/(EXPENDITURE)

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

	31.3.22 £	31.3.21 £
Auditors' remuneration	14,000	14,000
Depreciation - owned assets	6,875	9,857
Other operating leases	<u>548,205</u>	<u>575,250</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2022 nor for the year ended 31 March 2021.

8. STAFF COSTS

	31.3.22 £	31.3.21 £
Wages and salaries	2,202,955	2,271,340
Furlough grants received	(2,824)	(57,774)
Social security costs	131,905	136,153
Pension costs	<u>40,604</u>	<u>40,074</u>
	<u>2,372,640</u>	<u>2,389,793</u>

Included within wages this year are invoiced costs totalling £267,695 (2021 £280,744) paid to The Whitechapel Centre for staffing costs they have incurred in relation to the Belvidere Family Hostel and £79,146 (2021 £9,866) of agency staff.

Number of employees with emoluments exceeding £60,000:

	31.3.22 Number	31.3.21 Number
£60,001 - £70,000	<u>1</u>	<u>1</u>

The average number of full-time equivalent employees during the year was as follows:

31.3.22 £	31.3.21 £
--------------	--------------

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

8. STAFF COSTS - continued

Central services	7	7
Housing and residential services	90	102
	<hr/>	<hr/>
	97	109
	<hr/> <hr/>	<hr/> <hr/>

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	2,342	-	2,342
Charitable activities			
Accommodation & support services	3,178,701	-	3,178,701
Community development	58,000	-	58,000
Children's nursery	589,131	-	589,131
Big Lottery help through crisis	50,938	-	50,938
	<hr/>	<hr/>	<hr/>
Total	3,879,112	-	3,879,112
EXPENDITURE ON			
Charitable activities			
Accommodation & support services	3,086,995	-	3,086,995
Advocacy services	24,302	-	24,302
Community development	62,884	-	62,884
Children's nursery	454,253	-	454,253
Big Lottery help through crisis	87,371	-	87,371
	<hr/>	<hr/>	<hr/>
Total	3,715,805	-	3,715,805
NET INCOME	163,307	-	163,307
Transfers between funds	1,229	(1,229)	-
	<hr/>	<hr/>	<hr/>
Net movement in funds	164,536	(1,229)	163,307
RECONCILIATION OF FUNDS			
Total funds brought forward	364,481	1,229	365,710
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS CARRIED FORWARD	529,017	-	529,017
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

10. INTANGIBLE FIXED ASSETS

	Goodwill £
COST	
At 1 April 2021 and 31 March 2022	4,000
AMORTISATION	
At 1 April 2021 and 31 March 2022	4,000
NET BOOK VALUE	
At 31 March 2022	-
At 31 March 2021	-

11. TANGIBLE FIXED ASSETS

	Long leasehold £	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 April 2021 and 31 March 2022	219,622	134,917	73,875	40,635	469,049
DEPRECIATION					
At 1 April 2021	4,392	133,583	73,875	39,211	251,061
Charge for year	4,392	1,334	-	1,149	6,875
At 31 March 2022	8,784	134,917	73,875	40,360	257,936
NET BOOK VALUE					
At 31 March 2022	210,838	-	-	275	211,113
At 31 March 2021	215,230	1,334	-	1,424	217,988

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Trade debtors	272,692	210,772
Other debtors	85,251	32,908
	357,943	243,680

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Trade creditors	151,222	55,814
Social security and other taxes	36,256	32,565
Accruals and deferred income	339,127	397,147
	<u>526,605</u>	<u>485,526</u>

14. MOVEMENT IN FUNDS

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	254,017	95,877	349,894
Designated unrestricted funds	275,000	-	275,000
	<u>529,017</u>	<u>95,877</u>	<u>624,894</u>
TOTAL FUNDS	<u>529,017</u>	<u>95,877</u>	<u>624,894</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	3,734,006	(3,638,129)	95,877
	<u>3,734,006</u>	<u>(3,638,129)</u>	<u>95,877</u>
TOTAL FUNDS	<u>3,734,006</u>	<u>(3,638,129)</u>	<u>95,877</u>

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	89,481	163,307	1,229	254,017
Designated unrestricted funds	275,000	-	-	275,000
	<u>364,481</u>	<u>163,307</u>	<u>1,229</u>	<u>529,017</u>
Restricted funds				
Moonhill activities	729	-	(729)	-
St Helens provider forum	500	-	(500)	-
	<u>1,229</u>	<u>-</u>	<u>(1,229)</u>	<u>-</u>
TOTAL FUNDS	<u>365,710</u>	<u>163,307</u>	<u>-</u>	<u>529,017</u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

14. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	3,879,112	(3,715,805)	163,307
TOTAL FUNDS	<u>3,879,112</u>	<u>(3,715,805)</u>	<u>163,307</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
Unrestricted funds				
General fund	89,481	259,184	1,229	349,894
Designated unrestricted funds	275,000	-	-	275,000
	<u>364,481</u>	<u>259,184</u>	<u>1,229</u>	<u>624,894</u>
Restricted funds				
Moonhill activities	729	-	(729)	-
St Helens provider forum	500	-	(500)	-
	<u>1,229</u>	<u>-</u>	<u>(1,229)</u>	<u>-</u>
TOTAL FUNDS	<u>365,710</u>	<u>259,184</u>	<u>-</u>	<u>624,894</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	7,613,118	(7,353,934)	259,184
TOTAL FUNDS	<u>7,613,118</u>	<u>(7,353,934)</u>	<u>259,184</u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

15. RELATED PARTY DISCLOSURES

S Cotter-Burgess, during the year, was a director in Merseyside Law Centre Limited. A balance of £3,763 (2021 £nil) was owed from Merseyside Law Centre Limited at the balance sheet date.

16. ANALYSIS OF FUNDS

Designated unrestricted funds

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Closure/redundancy costs	275,000	-	275,000
	<u>275,000</u>	<u>-</u>	<u>275,000</u>

Closure costs - Costs designated for the recognised risk of losing a significant number of service contracts and the subsequent loss of jobs that this would entail.

17. DEFERRED INCOME

Deferred income comprises grant income received in advance from block contracts relating to services to be provided during the year ending 31 March 2023.

	£
Balance as at 1 April 2021	41,547
Amount released to incoming resources	(41,547)
Amount deferred in year	25,824
Balance as at 31 March 2022	<u>25,824</u>

SHAP LIMITED

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

	31.3.22	31.3.21
	£	£
Management		
Brought forward	289,051	341,889
Advertising	1,885	1,095
Sundries	5,019	5,876
Cleaning, laundry & refuse	197	83
Transport & motor expenses	15,033	18,358
Food & catering	-	362
Consultancy	-	5,992
Computer costs	28,559	47,716
Publications & affiliations	22,557	3,802
Training	13,127	13,107
Security	1,315	708
Tools & equipment	-	1,444
Freehold property	4,392	4,392
Plant and machinery	1,333	2,108
Motor vehicles	1,149	2,621
	<hr/>	<hr/>
	383,617	449,553
Governance costs		
Auditors' remuneration	14,000	14,000
Legal & professional fees	(18,147)	35,929
Bank charges	5,468	5,001
	<hr/>	<hr/>
	1,321	54,930
	<hr/>	<hr/>
Total resources expended	3,638,129	3,715,805
	<hr/>	<hr/>
Net income	95,877	163,307
	<hr/> <hr/>	<hr/> <hr/>

This page does not form part of the statutory financial statements

SHAP LTD

England & Wales - Charity number 1075118

Accounts

REGISTERED COMPANY NUMBER: 01946544 (England and Wales)
REGISTERED CHARITY NUMBER: 1075118

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021
FOR
SHAP LIMITED

C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

SHAP LIMITED

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FOR THE YEAR ENDED 31 MARCH 2021

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SHAP LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

SHAP LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

OBJECTIVES AND ACTIVITIES

Aims and objectives for the public benefit

SHAP's principle activities continue to be the provision of accommodation with support and community well-being services. The focus of our work is young, single, homeless people, looked after children and care leavers. However, we also provide services for people of all ages or for those with specific needs such as those related to alcohol, drug mis-use or offending behaviour.

Our values as defined by our staff and service users are:

Approachable: being open, friendly and welcoming

Trustworthy, honest and dependable: being respectful and honest, doing the right thing, focussing on our service users and being committed to the organisation and our colleagues

Safe: making people feel safe and at home, giving them a sense of belonging, making SHAP a place where they feel able to return

Creative: delivering a diverse range of services, being dynamic and flexible in our approach and responsive to people's needs

Positive: looking for solutions, not problems, being helpful and confident, empowering people to take up opportunities

Supportive: listening, understanding, supporting people to achieve their goals, supporting each other

Determined: being persistent, going the extra mile, challenging poor attitudes and practices

Respectful: being generous in spirit, making people feel they matter, not judging and not discriminating

Achievement and performance

Our services have continued to perform well particularly given the exceptional challenges posed by the Covid-19 pandemic. SHAP's Board continue to ensure that the charity's activities remain in line with our core objectives and values. In 2020/2021 we provided services to approximately 1,090 people. This reflects the impact of the Covid pandemic which meant that people stayed for longer in our accommodation and move-on options were limited. This situation returned to more normal levels in Summer/Autumn 2021 as some restrictions were eased.

Quality Assurance

SHAP holds the ISO 9001:2015 quality mark and following re-inspection in January 2021 we were re-accredited for a further three years. We have reviewed and revised our approach to internal audit against the ISO 9001 standard with the aim of assessing all services against key elements of the standard during the three-year cycle. This re-accreditation is a real achievement for the Quality Group and the person who has assumed part time responsibility for ISO:9001 management and oversight. The organisation's resources in this regard have reduced significantly since we initially achieved the quality mark and considerable work was required to ensure that we retained it.

Succession planning

The Board and Senior Managers held two strategy sessions in early 2021 to review the senior management structure and to consider succession planning for the organisation. Two posts have now been taken out of the staffing structure and it was decided that the role of Head of Operations will also remain unfilled until it is next reviewed in January 2022. A succession strategy has been agreed for the roles of CEO and Chair of Trustees. This begins with appointment of a Chair Designate by mid-2022.

Financial review

2020/2021 saw further improvements in our financial situation which enabled us to implement a pay award and produce a year end surplus. This out-turn improved on our budget as we achieved a surplus that was three times greater than expected. This performance has continued although Covid-19 has presented significant financial challenges. The organisation's nursery setting continues to be profitable following its restructure. In 2021 the charity planned to transfer this setting to a linked charity (The Children Foundation). However, this work has paused and will now be completed in 2022. We reviewed our treasury rules during 2021 and adjusted some spending limits. Further delegations will be considered in the quarter January - March 2022.

SHAP LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

The charity continues to seek out opportunities to work collaboratively with other agencies and organisations and is open to opportunities for mutually beneficial strategic partnerships.

It is these reasons that the Trustees believe that SHAP remains a going concern for a period of at least the next 12 months.

SHAP LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT

Financial risk

We continue to review the viability of our services and our business plans for them in the context of national, regional and local politics and decision making. This remains particularly difficult following the UK's exit from the European Union and the on-going Covid-19 pandemic both of which have contributed to economic uncertainty. Covid in particular has highlighted deep inequalities in our society which in our view will deepen as we move out of the direct response to Covid and into recovery. We have identified continuing financial challenges to local authorities as a significant threat to our income as councils' continued response to the pandemic has stretched already limited budgets, in many cases beyond breaking point.

Since 2011 SHAP has survived significant reductions in income, many as a direct result of austerity measures impacting on local authorities. In 2021/22 we expect to see these challenges continue. We have already had a significant cut (£50k) to our contract income in St Helens. We expect to see further challenges to local authority budgets in the coming year.

We will continue to promote the value for money offered by our services, particularly when compared to privately re-commissioned services for children and young people. We will use impact assessment evaluations to demonstrate the outcomes that we achieve and the cost benefits that these produce in relation to public expenditure.

SHAP maintains a Risk Register which identifies all of the key risks facing the charity at any given time. Our Risk Register identifies a number of financial risks that face the organisation and grades them in terms of the likelihood of their occurrence. We then describe how we manage or mitigate these risks. The register is then reviewed regularly by senior managers and six-monthly by the Board.

During the financial year we regularly reviewed the significant risk of failing to deliver against our cost controls and recovery targets. Following a positive out-turn for a second financial year this risk has been further downgraded following a review.

We consider risks associated with Covid to be the most significant that we will face in the coming year. It is clear that:

- The landscape in which SHAP operates will face greater uncertainty in the post-Covid period.
- We need to watch three drivers of risk: political, technological and societal.
- Funding from Local Authorities is likely to be at greater risk than it has been for several years.

Transactions and financial position

The current financial climate is reflected in SHAP's financial position as it manages to sustain increasing services with decreasing resources. The pattern of funds is changing between restricted and unrestricted income as some of our funders are increasingly aware of the need for us to be more flexible with our resources.

The statement of financial activities shows a surplus of £163,307 (2020 surplus of £31,296). Total reserves carried forward as at 31 March 2021 stand at £529,017 (2020: £365,710) with unrestricted funds of £529,017 (2020: £364,481) and restricted funds of £nil (2020: £1,229).

The charity continues to hold restricted and unrestricted funds and to maintain reserves in line with its Reserves Policy. The aim of the policy is to maintain a reserve of unrestricted funds at a level that will enable the charity to operate for an optimum period of 6 months and a minimum period of 3 months. The Board of Trustees regularly review the amount of reserves that are required to ensure that this financial stability is maintained and that the charity is able to continue to fulfil its obligations. This policy has been reviewed in light of the increased use of core funds during financial years 2017-18 and 2018-19. This resulted in a diminished reserve but one which still meets our minimum requirement of 3 months' running costs. The Trustees and our Auditors are satisfied that our provision and our process for monitoring are prudent and appropriate. They will continue to review this situation every 6 months.

SHAP LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT

Future plans

Future plans - Our strategy for the future

The Trustees and executive management of the organisation will continue to refresh our strategic business development plans. We want to ensure that the organisation is able to meet the challenges of the far-reaching changes which will be affecting the public and third sectors post Covid.

We remain committed to the following objectives:

1. Contributing to the creation of sustainable communities in the area where we work and to the prevention of homelessness.
2. Communicating brilliantly.
3. Promoting diversity, anti-racism and social justice.
4. Achieving a structure that ensures maximum stability for our existing services and provides best opportunities for growth; a clear, strong, effective and flexible management structure.
5. Having skilled and motivated staff empowering service users who have access to a wide range of opportunities.
6. Enabling people's views about their own situations to be heard.
7. Enabling children and young people to make a positive impact on the world around them.

In pursuit of these objectives the Board has agreed an important strategic development: SHAP's primary offer has always been providing young people with good standard accommodation and structured support around life skills and independent living. Over recent years we have seen a marked increase in young people who also have significant care needs. These needs must be met in order for them to confidently move towards independence. SHAP will therefore look to realign some of its service offers and develop new ones which will enable us to develop models of care and support. Initially this will be through the development of models of semi-independent living for children and young people who are looked after by local authorities or preparing to leave their care. We are confident that our values and core expertise provide a good foundation for such a service development and will ensure that suitably experienced and qualified managers are brought into the organisation to ensure their effective delivery.

We believe that the pandemic has shown the importance of public/private collaboration at a national and local level and as an organisation we are keen to work in the space. Many local authorities will be making service changes because of financial pressures but this will create a need for innovation. Health and social care services will be commissioned and delivered differently over the next few years and a focus on population health measures delivered at a local level will again provide opportunities for imaginative collaborative responses from public and third sector organisations. SHAP intends to become a leading provider/enabler of these community well-being services.

Our strategy is regularly reviewed by our Board and in the past a core part of our annual strategic planning cycle has been a Development Day for all staff and volunteers. The on-going Covid pandemic meant that tentative plans for a Development Day in 2021 had to be cancelled. We remain hopeful that we can stage one in mid 2022.

SHAP LIMITED

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

SHAP Limited is a charitable company, limited by guarantee, incorporated in September 1985 and registered as a charity. The company was established under its Memorandum and Articles of Association that set out the objects and powers of the charitable company. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Trustees

The directors of the charitable company are also Trustees for the purpose of charity law. Trustees are known as members of the management Board of Trustees and are elected to serve for a period of three years, after which they may be re-elected at the next annual general meeting.

Our aim to recruit new Trustees in 2020 was delayed as a direct result of the Covid-19 pandemic. In the Autumn of 2021 we recruited a new Trustee who will join the Board in 2022. The charity also plans to recruit/identify a Chair Designate to replace our current Chair during 2022.

Induction and training of new trustees

New trustees are invited to attend meetings with the chief executive and the senior management team to familiarise themselves with the charitable company's activities and the context within which it operates. Areas covered would include the obligations and responsibilities of becoming a trustee, a review of the governing document and the current financial position.

Organisational structure

The Board of Trustees, of which there is no maximum number but a minimum number of two, meets quarterly to administer activities and set the policy and strategic direction of the charity. The Board elects the Chair every three years who is responsible for organising Board meetings and meeting regularly with the Chief Executive. A published scheme of delegation sets out the responsibilities which the Board keeps to itself and those which it delegates to the Chief Executive and managers. The day to day responsibility of the provision of services and overall management of the charity rests with the Chief Executive who also acts as the Company Secretary.

Related parties

SHAP delivers three services in partnership with other agencies - a homeless families centre and a harm reduction residential service in Liverpool in partnership with The Whitechapel Centre and a floating support service in Halton in partnership with Plus Dane Housing.

SHAP Limited has common directors with Merseyside Law Centre Limited, a charitable company limited by guarantee which shares SHAP's objectives of working to combat poverty and homelessness. A balance of £nil (2020 £61,716) was owed from Merseyside Law Centre Limited at the balance sheet date.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

01946544 (England and Wales)

Registered Charity number

1075118

Registered office

Lakeside Building
Prescot Road
St Helens
Merseyside
WA10 3TT

SHAP LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

Trustees

D Tighe (resigned 20.8.20)
M Milton
S Cotter-Burgess
P J Barron

Company Secretary

M C Weights

Auditors

C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of SHAP Limited 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 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;
- 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are 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 auditors are aware of that information.

AUDITORS

The auditors, C A Hunter Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on15/12/2021..... and signed on the board's behalf by:



.....
M C Weights - Secretary

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Opinion

We have audited the financial statements of SHAP Limited (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its 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.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable 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, other than the financial statements and our Report of the Independent Auditors 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 this gives rise to a material misstatement in the financial statements themselves. 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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 charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we have 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 senior managers and the trustees, and from our commercial knowledge and experience of the industry sector, and the relevant laws and regulations have been communicated within the audit team throughout the course of our work;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities SORP, coronavirus legislation, employment, health and safety legislation; and
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence.

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

- making enquiries of management and trustees 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;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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 management reporting processes to the board of trustees;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with the Charity Commission and other relevant regulators.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
SHAP LIMITED**

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 Report of the Independent Auditors.

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. 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 auditors' 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.

CA Hunter Limited

Keith Rotheram (Senior Statutory Auditor)
for and on behalf of C A Hunter Limited
Statutory Auditors
Britannia Chambers
26 George Street
St Helens
Merseyside
WA10 1BZ

Date: *16th December 2021*

SHAP LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	2,342	-	2,342	4,798
Charitable activities					
Accommodation & support services	4	3,178,701	-	3,178,701	3,163,372
Advocacy services		-	-	-	51,206
Community development		58,000	-	58,000	40,000
Children's nursery		589,131	-	589,131	651,228
Big Lottery help through crisis		50,938	-	50,938	127,183
Investment income	3	-	-	-	731
Total		3,879,112	-	3,879,112	4,038,518
EXPENDITURE ON					
Charitable activities					
Accommodation & support services	5	3,086,995	-	3,086,995	3,131,869
Advocacy services		24,302	-	24,302	58,906
Community development		62,884	-	62,884	41,186
Children's nursery		454,253	-	454,253	641,783
Big Lottery help through crisis		87,371	-	87,371	133,478
Total		3,715,805	-	3,715,805	4,007,222
NET INCOME		163,307	-	163,307	31,296
Transfers between funds	15	1,229	(1,229)	-	-
Net movement in funds		164,536	(1,229)	163,307	31,296
RECONCILIATION OF FUNDS					
Total funds brought forward		364,481	1,229	365,710	334,414
TOTAL FUNDS CARRIED FORWARD		529,017	-	529,017	365,710

The notes form part of these financial statements

SHAP LIMITED

**BALANCE SHEET
31 MARCH 2021**

	Notes	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
FIXED ASSETS					
Tangible assets	12	217,988	-	217,988	227,845
CURRENT ASSETS					
Debtors	13	243,680	-	243,680	279,755
Cash at bank		552,875	-	552,875	242,195
		<u>796,555</u>	<u>-</u>	<u>796,555</u>	<u>521,950</u>
CREDITORS					
Amounts falling due within one year	14	(485,526)	-	(485,526)	(384,085)
NET CURRENT ASSETS		<u>311,029</u>	<u>-</u>	<u>311,029</u>	<u>137,865</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>529,017</u>	<u>-</u>	<u>529,017</u>	<u>365,710</u>
NET ASSETS		<u>529,017</u>	<u>-</u>	<u>529,017</u>	<u>365,710</u>
FUNDS	15				
Unrestricted funds:					
General fund				254,017	89,481
Designated unrestricted funds				275,000	275,000
				<u>529,017</u>	<u>364,481</u>
Restricted funds:					
Moonhill activities				-	729
St Helens provider forum				-	500
				<u>-</u>	<u>1,229</u>
TOTAL FUNDS				<u>529,017</u>	<u>365,710</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 15/12/2021 and were signed on its behalf by:

M Milton - Trustee

P J Barron - Trustee

The notes form part of these financial statements

SHAP LIMITED

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	31.3.21 £	31.3.20 £
Cash flows from operating activities			
Cash generated from operations	1	310,680	(27,388)
Miscellaneous income		-	3
		<hr/>	<hr/>
Net cash provided by/(used in) operating activities		310,680	(27,385)
		<hr/>	<hr/>
Cash flows from investing activities			
Interest received		-	731
		<hr/>	<hr/>
Net cash provided by investing activities		-	731
		<hr/>	<hr/>
Cash flows from financing activities			
Capital repayments in year		-	(5,158)
		<hr/>	<hr/>
Net cash provided by/(used in) financing activities		-	(5,158)
		<hr/>	<hr/>
Change in cash and cash equivalents in the reporting period		310,680	(31,812)
Cash and cash equivalents at the beginning of the reporting period		242,195	274,007
		<hr/>	<hr/>
Cash and cash equivalents at the end of the reporting period		552,875	242,195
		<hr/> <hr/>	<hr/> <hr/>

The notes form part of these financial statements

SHAP LIMITED

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES	31.3.21	31.3.20
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	163,307	31,296
Adjustments for:		
Depreciation charges	9,858	7,179
Interest received	-	(731)
Decrease/(increase) in debtors	36,074	(50,402)
Increase/(decrease) in creditors	101,441	(14,730)
Net cash provided by/(used in) operations	<u>310,680</u>	<u>(27,388)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20	Cash flow	At 31.3.21
	£	£	£
Net cash			
Cash at bank	242,195	310,680	552,875
	<u>242,195</u>	<u>310,680</u>	<u>552,875</u>
Total	<u>242,195</u>	<u>310,680</u>	<u>552,875</u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

As outlined in the Trustees' Report, the steps undertaken by the board have resulted in a significant improvement in the financial performance of the charity. The Trustees are satisfied that the charity has sufficient reserves to enable it to continue to implement the steps outlined, and improve its financial performance.

Whilst the ongoing Covid-19 pandemic has presented significant challenges, the charity has adapted and maintained its services throughout. The board and senior management continue to closely monitor ongoing developments with the pandemic to ensure the charity is well placed to adapt to any necessary changes to its operations.

Having considered these factors outlined above the trustees consider it appropriate to prepare the financial statements on the going concern basis.

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.

Allocation and apportionment of costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

Tangible fixed assets

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

Plant and machinery	- 20% - 33% on cost
Fixtures and fittings	- 20% - 33% on cost
Motor vehicles	- 25% on reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.
Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

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.

Designated funds are unrestricted funds earmarked by management for particular purposes.

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES - continued

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. DONATIONS AND LEGACIES

	31.3.21	31.3.20
	£	£
Donations	2,342	4,798

3. INVESTMENT INCOME

	31.3.21	31.3.20
	£	£
Bank deposit interest	-	731

4. INCOME FROM CHARITABLE ACTIVITIES

		31.3.21	31.3.20
	Activity	£	£
Rental income	Accommodation & support services	1,061,150	1,035,785
Grants & contracts	Accommodation & support services	2,089,371	2,108,133
Other fees earned	Accommodation & support services	28,180	19,454
Grants & contracts	Advocacy services	-	51,206
Grants & contracts	Community development	58,000	40,000
Nursery income	Children's nursery	589,131	651,228
Grants & contracts	Big Lottery help through crisis	50,938	127,183
		<u>3,876,770</u>	<u>4,032,989</u>

Grants received, included in the above, are as follows:

	31.3.21	31.3.20
	£	£
Supporting People - St Helens	671,845	672,392
Supporting People - Knowsley	208,684	224,423
Supporting people - Halton	237,551	240,701
Supporting People - Liverpool	741,664	716,377
Liverpool Advocacy Services	-	51,206
Community Development	58,000	40,000
BIG Lottery help through crisis	50,938	127,183
Temporary Accomodation Management	81,527	108,688
Parental Assessment Unit	97,894	145,552
Homeless Link	50,206	-
	<u>2,198,309</u>	<u>2,326,522</u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 6) £	Totals £
Accommodation & support services	2,659,391	427,604	3,086,995
Advocacy services	24,302	-	24,302
Community development	55,100	7,784	62,884
Children's nursery	404,299	49,954	454,253
Big Lottery help through crisis	68,230	19,141	87,371
	<u>3,211,322</u>	<u>504,483</u>	<u>3,715,805</u>

6. SUPPORT COSTS

	Management £	Governance costs £	Totals £
Accommodation & support services	377,657	49,947	427,604
Community development	7,038	746	7,784
Children's nursery	47,460	2,494	49,954
Big Lottery help through crisis	17,398	1,743	19,141
	<u>449,553</u>	<u>54,930</u>	<u>504,483</u>

7. NET INCOME/(EXPENDITURE)

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

	31.3.21	31.3.20
	£	£
Auditors' remuneration	14,000	12,000
Depreciation - owned assets	9,857	7,179
Other operating leases	<u>575,250</u>	<u>635,635</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

9. STAFF COSTS

	31.3.21 £	31.3.20 £
Wages and salaries	2,271,340	2,357,209
Furlough grants received	(57,774)	-
Social security costs	136,153	149,141
Pension costs	40,074	40,820
	<u>2,389,793</u>	<u>2,547,170</u>

Included within wages this year are invoiced costs totalling £280,744 (2020 £268,661) paid to The Whitechapel Centre for staffing costs they have incurred in relation to the Belvidere Family Hostel and £9,866 (2020 £30,563) of agency staff.

Number of employees with emoluments exceeding £60,000:

	31.3.21 Number	31.3.20 Number
£60,001 - £70,000	<u>1</u>	<u>-</u>

The average number of full-time equivalent employees during the year was as follows:

	31.3.21 £	31.3.20 £
Central services	7	7
Housing and residential services	102	109
	<u>109</u>	<u>116</u>

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	4,798	-	4,798
Charitable activities			
Accommodation & support services	3,163,372	-	3,163,372
Advocacy services	51,206	-	51,206
Community development	40,000	-	40,000
Children's nursery	651,228	-	651,228
Big Lottery help through crisis	127,183	-	127,183
Investment income	731	-	731
Total	<u>4,038,518</u>	<u>-</u>	<u>4,038,518</u>
EXPENDITURE ON			
Charitable activities			
Accommodation & support services	3,131,869	-	3,131,869
Advocacy services	58,906	-	58,906

SHAP LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021**

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued	Unrestricted funds £	Restricted funds £	Total funds £
Community development	41,186	-	41,186
Children's nursery	641,783	-	641,783
Big Lottery help through crisis	133,478	-	133,478
Total	<u>4,007,222</u>	<u>-</u>	<u>4,007,222</u>
NET INCOME	31,296	-	31,296

RECONCILIATION OF FUNDS

Total funds brought forward	333,185	1,229	334,414
TOTAL FUNDS CARRIED FORWARD	<u>364,481</u>	<u>1,229</u>	<u>365,710</u>

11. INTANGIBLE FIXED ASSETS

	Goodwill £
COST	
At 1 April 2020 and 31 March 2021	<u>4,000</u>
AMORTISATION	
At 1 April 2020 and 31 March 2021	<u>4,000</u>
NET BOOK VALUE	
At 31 March 2021	<u>-</u>
At 31 March 2020	<u>-</u>

12. TANGIBLE FIXED ASSETS

	Long leasehold £	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 April 2020 and 31 March 2021	<u>219,622</u>	<u>134,917</u>	<u>73,875</u>	<u>40,635</u>	<u>469,049</u>
DEPRECIATION					
At 1 April 2020	-	131,476	73,138	36,590	241,204
Charge for year	4,392	2,107	737	2,621	9,857
At 31 March 2021	<u>4,392</u>	<u>133,583</u>	<u>73,875</u>	<u>39,211</u>	<u>251,061</u>
NET BOOK VALUE					
At 31 March 2021	<u>215,230</u>	<u>1,334</u>	<u>-</u>	<u>1,424</u>	<u>217,988</u>
At 31 March 2020	<u>219,622</u>	<u>3,441</u>	<u>737</u>	<u>4,045</u>	<u>227,845</u>

SHAP LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021**

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	31.3.21	31.3.20
	£	£
Trade debtors	210,772	173,161
Other debtors	32,908	106,594
	<u>243,680</u>	<u>279,755</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	31.3.21	31.3.20
	£	£
Trade creditors	55,814	81,539
Social security and other taxes	32,565	42,472
Accruals and deferred income	397,147	260,074
	<u>485,526</u>	<u>384,085</u>

15. MOVEMENT IN FUNDS		Net movement in funds	Transfers between funds	At 31.3.21
	At 1.4.20	£	£	£
Unrestricted funds				
General fund	89,481	163,307	1,229	254,017
Designated unrestricted funds	275,000	-	-	275,000
	<u>364,481</u>	<u>163,307</u>	<u>1,229</u>	<u>529,017</u>
Restricted funds				
Moonhill activities	729	-	(729)	-
St Helens provider forum	500	-	(500)	-
	<u>1,229</u>	<u>-</u>	<u>(1,229)</u>	<u>-</u>
TOTAL FUNDS	<u>365,710</u>	<u>163,307</u>	<u>-</u>	<u>529,017</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	3,879,112	(3,715,805)	163,307
	<u>3,879,112</u>	<u>(3,715,805)</u>	<u>163,307</u>
TOTAL FUNDS	<u>3,879,112</u>	<u>(3,715,805)</u>	<u>163,307</u>

SHAP LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021**

15. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	At 31.3.20 £
Unrestricted funds			
General fund	58,185	31,296	89,481
Designated unrestricted funds	275,000	-	275,000
	<u>333,185</u>	<u>31,296</u>	<u>364,481</u>
Restricted funds			
Moonhill activities	729	-	729
St Helens provider forum	500	-	500
	<u>1,229</u>	<u>-</u>	<u>1,229</u>
TOTAL FUNDS	<u><u>334,414</u></u>	<u><u>31,296</u></u>	<u><u>365,710</u></u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,038,518	(4,007,222)	31,296
TOTAL FUNDS	<u><u>4,038,518</u></u>	<u><u>(4,007,222)</u></u>	<u><u>31,296</u></u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	58,185	194,603	1,229	254,017
Designated unrestricted funds	275,000	-	-	275,000
	<u>333,185</u>	<u>194,603</u>	<u>1,229</u>	<u>529,017</u>
Restricted funds				
Moonhill activities	729	-	(729)	-
St Helens provider forum	500	-	(500)	-
	<u>1,229</u>	<u>-</u>	<u>(1,229)</u>	<u>-</u>
TOTAL FUNDS	<u><u>334,414</u></u>	<u><u>194,603</u></u>	<u><u>-</u></u>	<u><u>529,017</u></u>

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

15. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	7,917,630	(7,723,027)	194,603
TOTAL FUNDS	<u>7,917,630</u>	<u>(7,723,027)</u>	<u>194,603</u>

16. RELATED PARTY DISCLOSURES

D Tighe, M Milton & S Cotter-Burgess, during the year, were directors in Merseyside Law Centre Limited. A balance of £nil (2020 £61,176) was owed from Merseyside Law Centre Limited at the balance sheet date.

17. ANALYSIS OF FUNDS

Designated unrestricted funds

	At 1.4.20 £	Net movement in funds £	At 31.3.21 £
Closure/redundancy costs	275,000	-	275,000
	<u>275,000</u>	<u>-</u>	<u>275,000</u>

Closure costs - Costs designated for the recognised risk of losing a significant number of service contracts and the subsequent loss of jobs this would entail.

Restricted funds

	At 1.4.20 £	Net movement in funds £	At 31.3.21 £
Moonhill activities	729	-	729
St Helens provider forum	500	-	500
	<u>1,229</u>	<u>-</u>	<u>1,229</u>

Moonhill activities - The administration of income and expenditure on behalf of community organisations.

St Helens provider forum - To administer funds on behalf of the forum to provide training sessions and manage the costs of hosting any meetings.

SHAP LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

18. DEFERRED INCOME

Deferred income comprises grant income received in advance from block contracts relating to services to be provided during the year ending 31 March 2021.

	£
Balance as at 1 April 2020	55,344
Amount released to incoming resources	(55,344)
Amount deferred in year	41,547
Balance as at 31 March 2021	<u>41,547</u>

SHAP LIMITED

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

	31.3.21	31.3.20
	£	£
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	2,342	4,798
Investment income		
Bank deposit interest	-	731
Charitable activities		
Rental income	1,061,150	1,035,785
Grants & contracts	2,198,309	2,326,522
Other fees earned	28,180	19,454
Nursery income	589,131	651,228
	<hr/>	<hr/>
	3,876,770	4,032,989
Total incoming resources	3,879,112	4,038,518
 EXPENDITURE		
Charitable activities		
Wages	2,130,859	2,312,434
Rent	537,606	600,190
Rates and water	30,075	42,938
Light and heat	23,458	43,285
Telephone	14,343	11,208
Postage and stationery	7,401	9,374
Sundries	20,852	12,253
Internal decoration	5,560	17,015
Furniture written off in 1 yr	58,782	89,442
Property maintenance	59,204	52,528
Cleaning, laundry & refuse	34,739	49,569
Travel expenses	15,509	25,138
Food & catering	33,266	46,665
Resident activities	24,204	29,334
Consultancy	34,034	32,171
Advertising	-	60
Computer costs	18,156	16,781
White goods	2,231	3,412
Security	131,180	126,644
Tools & equip	6,148	10,209
Bad debts	22,978	5,806
Fixtures and fittings	737	2,450
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	3,211,322	3,538,906
Support costs		
Management		
Wages	256,328	232,589
Carried forward	256,328	232,589

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SHAP LIMITED

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

	31.3.21	31.3.20
	£	£
Management		
Brought forward	256,328	232,589
Pensions	2,606	2,147
Rent	37,644	35,445
Insurance	21,205	22,693
Telephone	20,228	15,450
Postage and stationery	3,878	6,161
Advertising	1,095	3,000
Sundries	5,876	21,390
Cleaning, laundry & refuse	83	160
Transport & motor expenses	18,358	27,713
Food & catering	362	1,521
Consultancy	5,992	14,572
Computer costs	47,716	33,764
Publications & affiliations	3,802	2,155
Training	13,107	6,636
Security	708	960
Tools & equipment	1,444	184
Freehold property	4,392	-
Plant and machinery	2,108	2,108
Motor vehicles	2,621	2,621
	<hr/>	<hr/>
	449,553	431,269
 Governance costs		
Auditors' remuneration	14,000	12,000
Legal & professional fees	35,929	16,692
Bank charges	5,001	8,355
	<hr/>	<hr/>
	54,930	37,047
	<hr/>	<hr/>
Total resources expended	3,715,805	4,007,222
	<hr/>	<hr/>
Net income	163,307	31,296
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