

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.



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

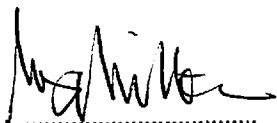
| | Notes | Unrestricted funds £ | Restricted funds £ | 31.3.21 Total funds £ | 31.3.20 Total funds £ |
|------------------------------------|-------|----------------------------|--------------------------|--------------------------------|--------------------------------|
| INCOME AND ENDOWMENTS FROM | | | | | |
| Donations and legacies | 2 | 2,342 | - | 2,342 | 4,798 |
| Charitable activities | 4 | | | | |
| Accommodation & support services | | 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 | 5 | | | | |
| Accommodation & support services | | 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 |
| Net cash provided by/(used in) operating activities | | <u>310,680</u> | <u>(27,385)</u> |
| Cash flows from investing activities | | | |
| Interest received | | - | 731 |
| Net cash provided by investing activities | | <u>-</u> | <u>731</u> |
| Cash flows from financing activities | | | |
| Capital repayments in year | | - | (5,158) |
| Net cash provided by/(used in) financing activities | | <u>-</u> | <u>(5,158)</u> |
| Change in cash and cash equivalents in the reporting period | | <u>310,680</u> | <u>(31,812)</u> |
| Cash and cash equivalents at the beginning of the reporting period | | <u>242,195</u> | <u>274,007</u> |
| Cash and cash equivalents at the end of the reporting period | | <u><u>552,875</u></u> | <u><u>242,195</u></u> |

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 | 4,007,222 | - | 4,007,222 |
| NET INCOME | 31,296 | - | 31,296 |

RECONCILIATION OF FUNDS

| | | | |
|------------------------------------|----------------|--------------|----------------|
| Total funds brought forward | 333,185 | 1,229 | 334,414 |
| TOTAL FUNDS CARRIED FORWARD | 364,481 | 1,229 | 365,710 |

11. INTANGIBLE FIXED ASSETS

| | Goodwill £ |
|-----------------------------------|---------------|
| COST | |
| At 1 April 2020 and 31 March 2021 | 4,000 |
| AMORTISATION | |
| At 1 April 2020 and 31 March 2021 | 4,000 |
| NET BOOK VALUE | |
| At 31 March 2021 | - |
| At 31 March 2020 | - |

12. TANGIBLE FIXED ASSETS

| | Long leasehold £ | Plant and machinery £ | Fixtures and fittings £ | Motor vehicles £ | Totals £ |
|--------------------------------------|------------------------|-----------------------------|----------------------------------|------------------------|-------------|
| COST | | | | | |
| At 1 April 2020 and 31 March 2021 | 219,622 | 134,917 | 73,875 | 40,635 | 469,049 |
| 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 | 4,392 | 133,583 | 73,875 | 39,211 | 251,061 |
| NET BOOK VALUE | | | | | |
| At 31 March 2021 | 215,230 | 1,334 | - | 1,424 | 217,988 |
| At 31 March 2020 | 219,622 | 3,441 | 737 | 4,045 | 227,845 |

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

| | At 1.4.20 | Net movement | Transfers | At |
|-------------------------------|----------------|----------------|----------------|----------------|
| | £ | in funds | between | 31.3.21 |
| | | £ | funds | £ |
| 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>334,414</u> | <u>31,296</u> | <u>365,710</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 |
| | <u>4,038,518</u> | <u>(4,007,222)</u> | <u>31,296</u> |
| TOTAL FUNDS | <u>4,038,518</u> | <u>(4,007,222)</u> | <u>31,296</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>334,414</u> | <u>194,603</u> | <u>-</u> | <u>529,017</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/> 3,876,770 | <hr/> 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 |
| | <hr/> 3,211,322 | <hr/> 3,538,906 |
| Support costs | | |
| Management | | |
| Wages | 256,328 | 232,589 |
| Carried forward | 256,328 | 232,589 |

This page does not form part of the statutory financial statements

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/> 449,553 | <hr/> 431,269 |
| Governance costs | | |
| Auditors' remuneration | 14,000 | 12,000 |
| Legal & professional fees | 35,929 | 16,692 |
| Bank charges | 5,001 | 8,355 |
| | <hr/> 54,930 | <hr/> 37,047 |
| Total resources expended | <hr/> 3,715,805 | <hr/> 4,007,222 |
| Net income | <hr/> <hr/> 163,307 | <hr/> <hr/> 31,296 |

This page does not form part of the statutory financial statements