

# Likewise Community

England & Wales · Charity number 1109639

## Details

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**Other names** HOLY CROSS CENTRE TRUST, Likewise

**Status** Registered

**Legal form** Charitable company

**Company number** [05436062](#)

**Registered** 2005-05-24

**Register** [View on the Charity Commission register](#)

## Contact

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**Website** [www.likewise.org.uk](http://www.likewise.org.uk)

## Activities

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**Objects:** 3.1 TO RELIEVE NEED, HARDSHIP AND DISTRESS AMONG PEOPLE OF THE GREATER LONDON AREA (HEREINAFTER CALLED "THE AREA"); AND3.2 TO RELIEVE THE NEEDS OF ELDERLY PEOPLE LIVING IN THE AREA; AND3.3 TO PROMOTE THE BETTER CARE, UPBRINGING AND EDUCATION OF CHILDREN LIVING IN THE AREA, AND IN PARTICULAR THOSE UNDER THE AGE OF FIVE.

**Activities:** HCCT grew out of the King's Cross community's direct action to the problems and needs that they saw around them. Our projects may have grown but the ethos of everyone matters remains as strong as ever. We are driven by the belief that everyone has the right to define their own identity and be free to explore the full range of their potential.

## Classification

- **How:** Makes Grants To Individuals, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Defined Groups, The General Public/mankind

## Geography

- **Area of benefit:** GREATER LONDON
- Throughout London

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£927,159	£921,019	£840,661	35
2024-03-31	£973,470	£913,462	£834,521	37
2023-03-31	£991,106	£911,831	£774,513	41
2022-03-31	£917,359	£775,735	£695,238	37
2021-03-31	£937,729	£666,900	£563,266	29

## Trustees

Name	Role	Appointed
HILARY RABORG HOUCHIN WENDT	Chair	
Alice Langley		2025-07-08
Jennifer Wood		2022-07-11
Katherine Beeching		2020-04-02
Matthew Hacke		2022-07-11
Shanjay Damani		2025-07-08

**Likewise Community**

England & Wales - Charity number 1109639

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# Accounts

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Company No. 05436062  
Charity No. 1109639

**Likewise Community**

**Report & Accounts**

**For the Year Ended 31 March 2025**

8 Fairhazel Gardens  
London  
NW6 3SG

## LIKEWISE LEARNING AND IMPACT REPORT 2024-25

### OVERALL STRUCTURE

- Our theory of change
- Our reach and impact – key numbers (including demographics)
- Developing a new Strategic Frame
- One-to-one support
- Community programme
- Reflections on relational working

### OUR THEORY OF CHANGE

To help ground the rest of this report, we've included a short version of our Theory of Change — how we understand change to happen at Likewise, and the beliefs and practices that shape our work.

#### Our Purpose

We exist to help people navigate life in all its complexity by creating compassionate, human-centred relationships and spaces where people feel valued, accepted and connected.

#### Our Beliefs

- People are not problems to be solved — we see people in their fullness.
- Change happens in relationship — trust and connection enable growth.
- Context matters — people's lives shape what support looks like.
- Organisations should be human too — honest, open, learning cultures create better care.

#### Our Approach

- Relational Support grounded in acceptance and genuine connection.
- Whole-Person Practice that stays flexible and responsive to real life.
- Embedded Community that fosters belonging and shared ownership.
- People Development through learning, reflection and enquiry.
- System Leadership that models human-centred, learning-based practice.

#### Our Outcomes

- For Individuals: increased wellbeing, trust and agency.
- For Communities: more belonging, mutual support and local capacity.
- For Systems: more adaptive, relational, human-centred practice.

#### Our Impact

Support is human, community is strengthened, and systems reflect real life.

## OUR REACH AND IMPACT – KEY NUMBERS

### One-to-One Support

*(including Support and Connect estimate)*

Hours of support delivered : 6668 (-0.5%)

Number of sessions: 3482 (-1.5%)

Unique participants: 299

81% of Floating Support clients reported better managing their mental health.

60% of Support and Connect clients with a reduced risk of crisis admission.

### Community Programme:

Hours: 1078 (-16.3%)

Sessions: 821 (-13.9%)

Unique Participants: 195 (+18.2%)

Attendances: 2895 (+21%)

95% of members said that coming to our hub brings a feeling of belonging.

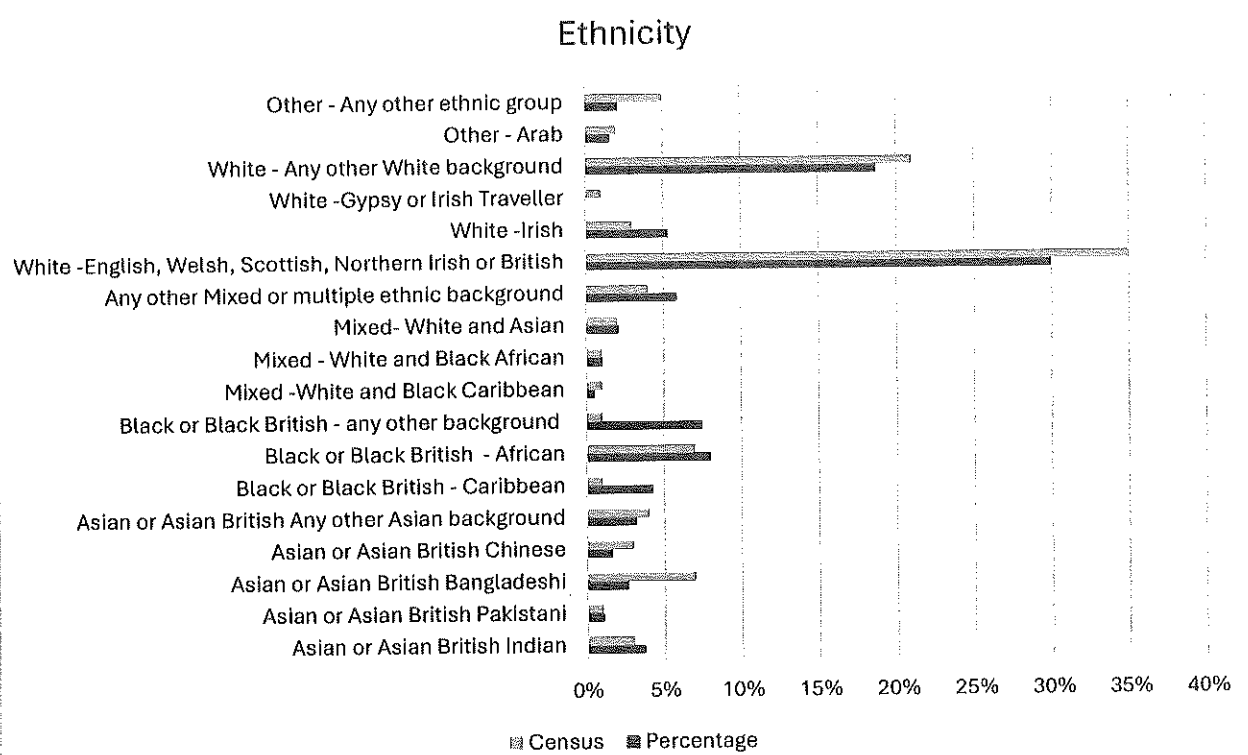
85% of members felt participating improved their wellbeing.

The numbers this year show clear evidence of the difference that relational support makes for the people we work with. In one-to-one services, 81% of Floating Support clients told us they were better able to manage their mental health, and 60% of Support & Connect clients saw a reduced risk of crisis admission. These outcomes sit alongside the stories shared later in this report - people describing feeling more able to cope, less isolated, and better supported to navigate housing, benefits and daily life.

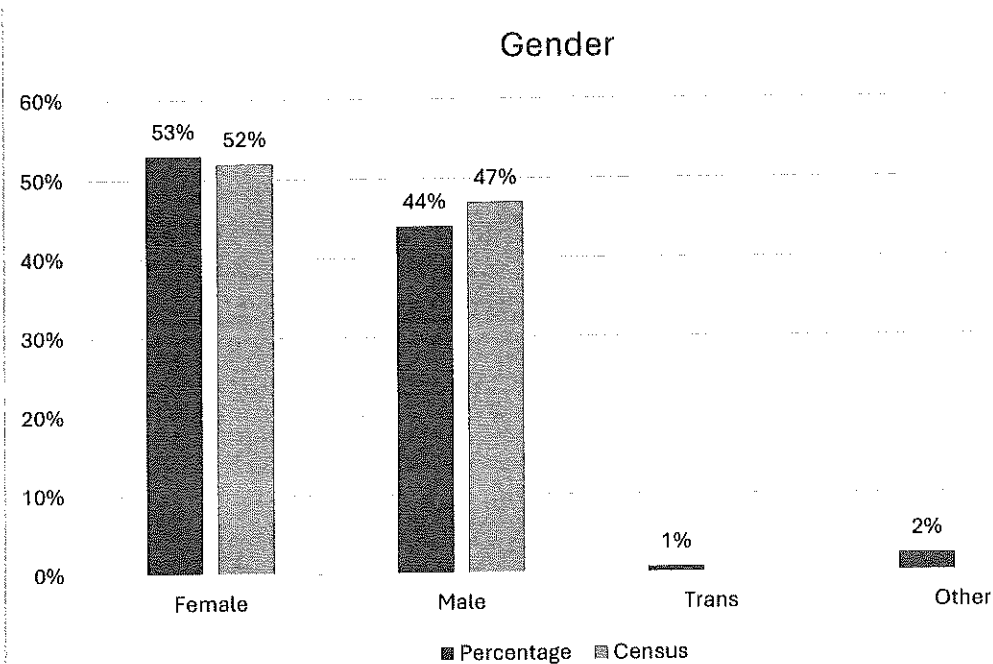
Across our community programme, the impact is equally visible. Even with reduced hours and sessions (mostly due to health and safety closures out of our control), participation and attendance increased. In addition, the vast majority of members reported strong benefits: 95% said the hub brings a sense of belonging, and 85% felt activities improved their wellbeing. These findings are echoed throughout the quotes in this report—people talking about feeling respected, building friendships, becoming more confident, or simply having somewhere they can "be" without judgement.

## Who we work with - Demographics

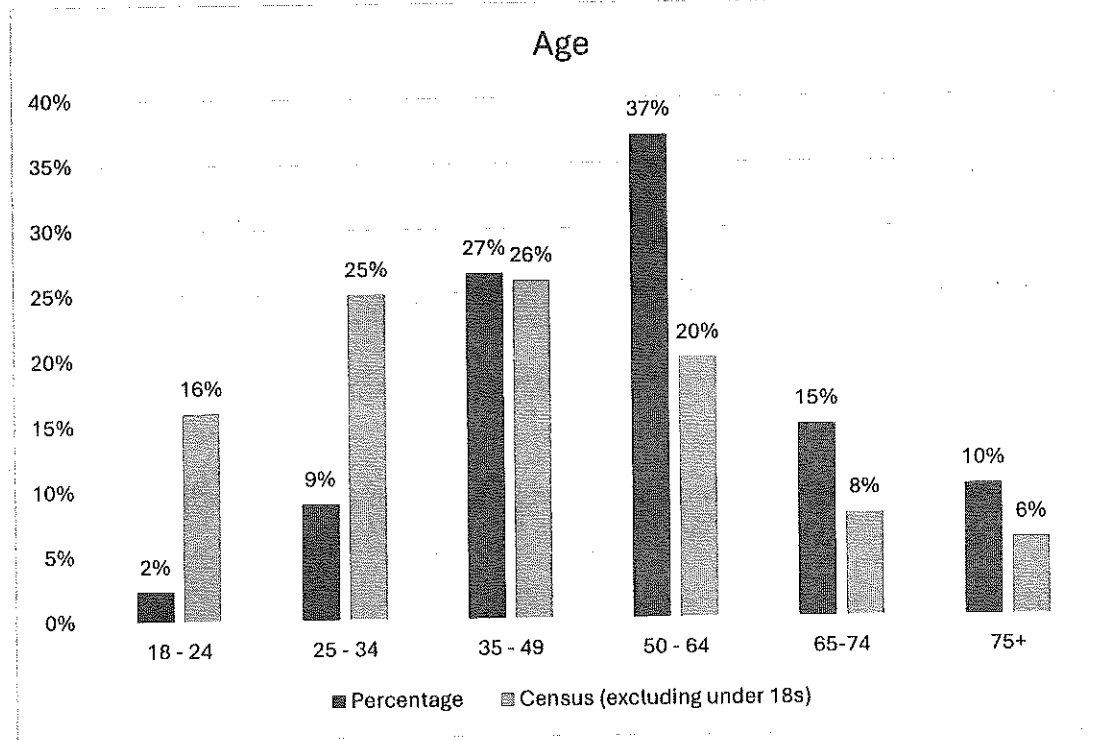
### Ethnicity



### Gender



## Age



### **Developing a new Strategic Frame**

In 2024/25, the whole organisation took part in creating a new Strategic Frame for Likewise. We used a bow-tie process — moving between wide listening and focused sense-making — to ensure the Frame genuinely reflected the voices, insight and experience of the whole team.

We began by gathering reflections and ideas from staff across roles. Our Leads Circle then worked with this material to identify themes and emerging priorities. We took these back out to the whole organisation for deeper conversation and refinement, before returning to the Leads Circle to shape and finalise the Strategic Frame.

### **What the Strategic Frame Is For**

The Strategic Frame gives us a shared way of understanding who we are and how we work. It isn't a rigid plan - it acts as an anchor that helps us stay true to our purpose while responding flexibly to what people and communities need. It will support clearer decision-making, alignment across teams, and stronger accountability to the values and ways of working that define Likewise.

We will use the Strategic Frame through a practice of dynamic steering — continually tuning into feedback, noticing where energy and tension sit, and making small, timely adjustments rather than following a fixed plan. This ensures the Frame stays alive in the

organisation, guiding us as we sense and respond to what is emerging in our work, our teams, and our community.

## **Key Elements of the Strategic Frame**

### Our Purpose

Likewise exists to create compassionate, human-centred relationships and spaces where people feel valued, accepted, and connected.

We support often isolated or excluded people by building authentic relationships and community together. Through these connections, we nurture wellbeing and inspire systemic change toward a more human, empathetic, and inclusive health and social care system with people at the heart.

### Our Vision

A vibrant, welcoming community where everyone feels at home.

A place where people from all walks of life come together — as neighbours and community members — building real connections, sharing support, and growing alongside each other.

Our dream is a space that runs on the energy and care of the people who fill it, where the community truly owns it. By sharing what we do and standing for change, we hope to spark a shift toward a kinder, more human way of supporting each other.

Together, we're rediscovering what it means to belong, connect and be there for each other.

### Our Focus

Because there's an epidemic of loneliness, isolation, mental health struggles and people not coping, we work in Camden to support often vulnerable adults find connection, community, care and practical support in order that people live happier lives and don't end up in crisis.

Over the years we've supported people experiencing homelessness, people who are refugees or seeking asylum, people experiencing mental health challenges or who have social care needs, and people feeling lonely, isolated or excluded.

Today much of our focus is on supporting people facing enduring mental health challenges, ongoing social care needs, and those who feel socially isolated or vulnerable. We offer preventative, community-based, and holistic approaches in a landscape that can be reactive, clinical, or highly specialised.

We're here for people if they want to connect over a cup of tea, join a group, see an art therapist or sit quietly in our community garden.

### Strategic Cornerstones

- Providing one-to-one support through human centred relationships where we're alongside people as they navigate life, cultivate wellbeing and learn.
- Evolving and building community spaces, places and relationships, focussed on belonging, learning together and wellbeing.
- Collaborating and working in partnerships where we learn, act together and model human centred services for greater impact, influence and sustainable change.
- Being a human, relationship centred organisation where we take good care of each other. We're adaptable, responsive, dynamic and always learning.

### One-to-One Support Services

This year, our one-to-one services have continued to deliver at similar levels to last year, demonstrating our continued impact within our community. Behind these numbers, we have invested significant effort and time into improving, expanding, and evolving our one-to-one offer to better meet our community's needs.

On our 6-8 Session Service, last year marked the launch of Reach Out Camden, four charity organisations in Camden collaborating to form a single point of access for referrals, supporting an easier access to community mental health services and support. This past year, we have supported the navigation process, which discusses options with people who are referred in a relational way to ensure they can find the right service within Reach Out. This has supported a referral process for community services which is more cohesive, compassionate, and human.

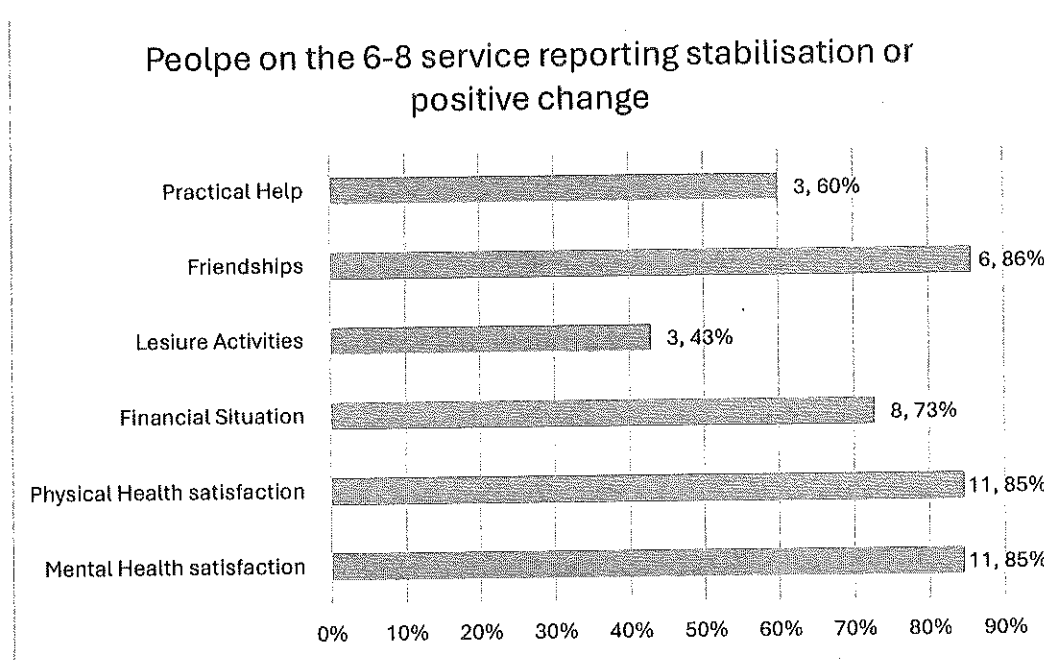
*"I'm absolutely delighted with my support worker. Yes, they're just the kind of person that I feel is good for me. They're always willing to listen to a suggestion" – client*

Within our NHS partnerships, we have continued to provide vital one-to-one support, which is also able to meet both emotional and practical needs, supporting people through challenging times and also helping them access support such as benefits, funding and housing. We are also expanding the Community Development roles we hold within the team focussed on building links between clinical services and local communities. In particular this work looks to build trust between communities and the NHS to support a diverse range of people being able to access the care they need. This year, we have created a new peer support group for those leaving one-to-one services in the NHS so that they can land back into the community. Discharge is commonly

identified in services review as a gap in care across the borough, so our 16-week peer groups will address this with a co-created, empathetic and supportive space.

We've also seen more variation in the support people are seeking from our one-to-one services. Increasingly, people are receiving a more diverse combination of practical, social, and emotional support. This means we've been succeeding at meeting different needs as they appear, rather than only tending to one aspect of the lives of the people we work with. We've been able to respond to this due to our flexible and holistic approach. The cost-of-living crisis continues to impact people's lives and the kind of help they are seeking from both an emotional and practical perspective.

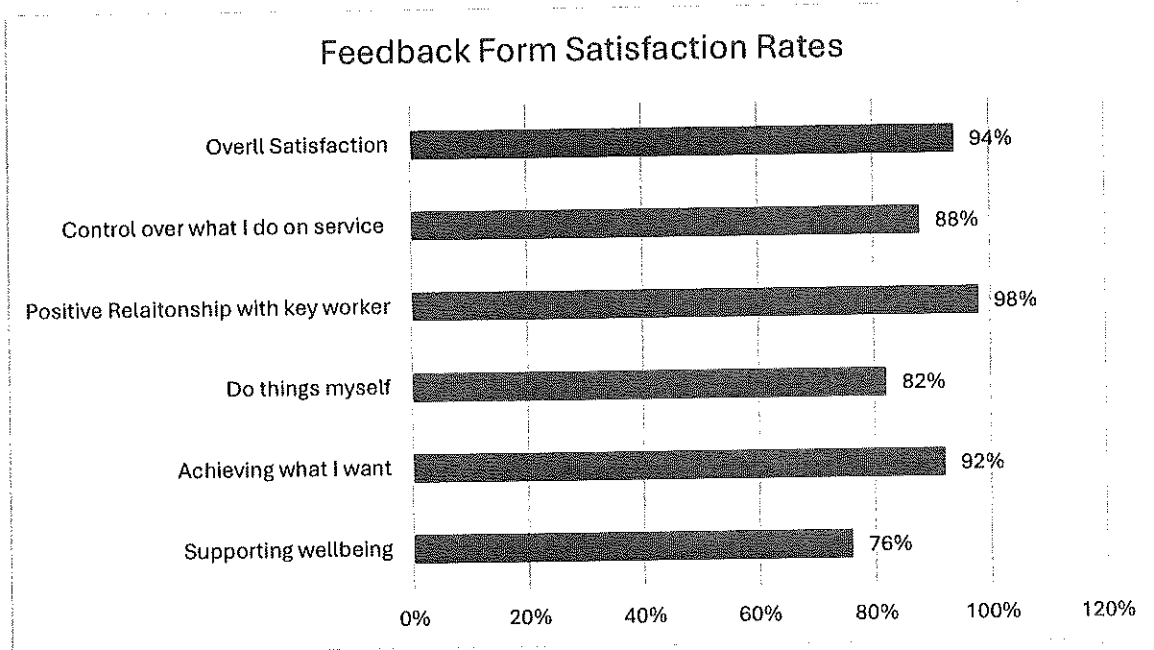
### Our One-to-One Impact



The DIALOG scale is a tool we use to observe changes in the lives of the people we work with. It gives an overview of the key areas of someone's life where we're making a difference. On our 6-8 session service, we see that most people report either stability or improvement in the majority of domains.

Many of the people we work with are at risk of progressing to a mental health crisis meaning improvement is not always possible in the time we work with them. 71% of those referred into support and connect in Kentish Town between Jan-April 2024 demonstrated a stabilised or reduced risk of crisis admission. 60% have demonstrated a reduced crisis risk. Our ability to support people to stabilise their wellbeing, avoid a hospital admission, maintain independence and begin working to improving mental health is important as it helps people to avoid the distress around crisis and hospital admission. Importantly this also reduces the demand and cost for crisis services within Camden.

The DIALOG areas covering health, finances and friendships have some of the greatest gains for the people we work with, demonstrating the tangible impact of our support.



We also collect feedback from people directly. Our data for this past year show high levels of satisfaction with the service, with the quality of relationships and overall experience of the support being singled out for praise. This reinforces the value of our person-centred approach where individuals are able to shape the support they receive.

However, this data can also highlight the complexity of our work. Improvements to overall wellbeing had the lowest number of positive responses, though still with 76% providing positive responses. Each person has different aims and ambitions for our one-to-one support. For some, maintaining independence and a level of stability comes first, where improving wellbeing may not be the immediate goal or a realistic expectation. Recognising this nuance is key when thinking about the impact of our services.

Floating Support continues to make a tangible difference for people living with long-term, complex mental health challenges. This year's data shows that 81% of people felt better able to manage their mental health, 89% achieved what they wanted through support, and 70% felt more able to do things for themselves. People repeatedly emphasise the value of having someone consistently alongside them — someone who listens, shows up, and supports both practical needs and emotional wellbeing. As one person shared, *"I don't feel like I am alone in my mental health challenges."* Another highlighted the depth of trust built through the service: *"I feel protected. I feel safe. I know that whatever I'm talking about is confidential... This helps prevent relapse."*

The support also plays a crucial role in reducing isolation and enabling people to stay connected to daily life. Many describe Floating Support as their primary point of human connection, with one person sharing, *"I don't see anyone except for this service, so it's*

*important for connection.*" The mix of emotional, social and practical support — from navigating benefits and housing to managing paperwork or simply having someone to talk to — creates real movement in people's lives. As one long-term client put it, *"Likewise is all I have... it's like the family that I don't have."* These relationships, and the consistency behind them, demonstrate the profound value of Floating Support as a stabilising, life-improving part of people's week.

### **Selection of quotes from one-to-one clients:**

*"The amount of support that has been given to me has been fantastic... I cannot complain with the support I have received. The support has allowed me to talk about my situation and relieve some pressure."*

*"My support worker has been very supportive of me, and very helpful. Talking to them has allowed me to open my mind up to other possibilities and new ways of thinking about things."*

*"Wasn't sure how to approach problems and Likewise has helped me to do that. Having a keyworker was like having a guiding light leading the way. It helped to take my anxiety away, I am not always sure how to ask for help."*

*"My worker's calmness 'washes over me'... Usually I dread professionals coming round. But I don't with Likewise - you're more laidback, less in your face! "*

*"It has been a lifesaver - it's given me people to talk to, friendships, things to do in the day."*

*"My experience was a lifeline for me in one of the hardest times of my life. I don't know what I would have done without it." client*

*"My Support Worker's positive support and encouragement throughout was deeply impactful. She provided a safe space, she was open and non-judgemental. It truly felt like a safe space and this is not something that I have always felt when engaging with other services."*

*"My Support Worker never gave up on me... she is the first person in my life who stuck around and made sure I was ok. I have never in my life felt care or love like it."*

### **Case study**

Anton was referred by a psychiatrist to the 'Support & Connect' programme within the NHS Core Teams. Anton engaged in 12 sessions of one-to-one support with two different support workers at Likewise. He really appreciated the way they approached the sessions with openness, with Anton able to guide the focus of the sessions.

For Anton, housing was the most pressing issue on his mind when he started Support & Connect. Although he didn't receive the decision he was hoping for within his recent accommodation review, *"the fact that my Likewise support worker was there to support me and progress the case was really valuable."*

Anton feels that the Support & Connect sessions have had a significant and positive impact on his well-being and had contributed to him stopping self-harming.

The Support & Connect sessions helped Anton remove a sense of despair, bring in hope and try to integrate other viewpoints into the internally focused and negative cycle of thoughts he was experiencing. Anton compared it to feeling like a *"knotted necklace, which Likewise helped to slowly unknot."*

Anton had a really positive relationship with his support-worker. He felt welcomed and valued by them and appreciated their open and engaging sessions.

*"To make you feel like you are valuable to someone is really important."*

*"It really helps to find some sort of banter and a back and forth in conversation."*

Anton appreciated the way his support-worker recognised parts of him that made him unique and valuable and then reflected it back to him.

*"The support-worker noticed my kindness, pointed it out to me, and nurtured and watered it like a flower."*

The flexibility of the sessions also resonated with Anton, in terms of meeting up and potential for rescheduling, which contrasts to other mental health services which can be more rigid. *"It felt like Likewise could adapt to my needs, as opposed to forcing me into a mold."*

*"Support & Connect sessions were definitely worthwhile for me, they are a way of reflecting on yourself and dealing with things that you might feel you can't deal with. It opened me up to thinking about different possible paths of my situation, without forcing it."*

### **Community Programme**

Our community programme has continued to offer crucial support and a place of belonging and connection for a growing number of people in Camden.

Through our community sessions we've been able to respond to wide ranging needs. Life Admin Mornings have supported people through the cost-of-living crisis by supporting with benefits, job, and housing applications. While sessions like our Garden Guardians activity have been able to provide a therapeutic space for them to connect and learn.

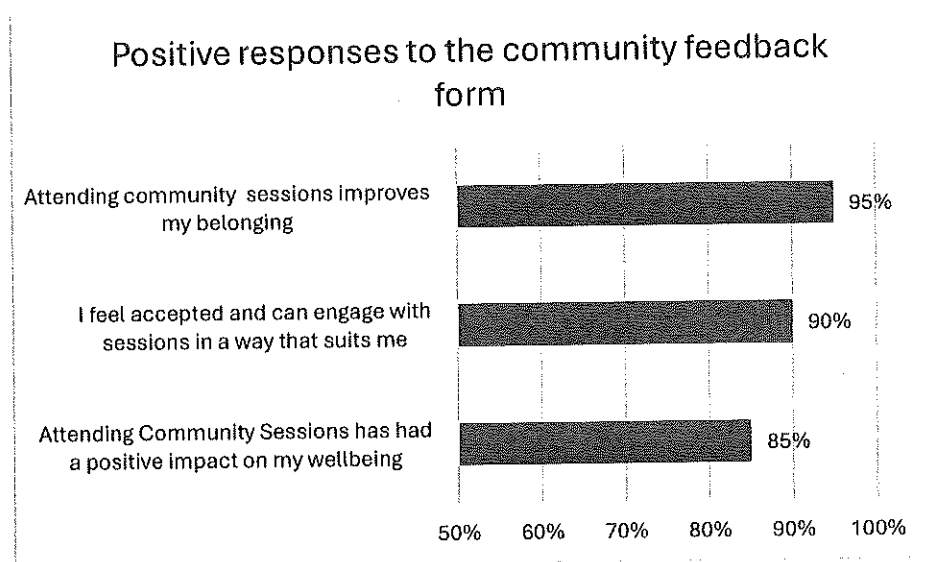
A contributing factor to our growth this year has been our work to create a more intentional welcome process for new attendees. We have streamlined our sign-up form and introduced clearer guidance on how new members can be introduced, ensuring

that they find the right activity for their needs and are able to land in a new environment with more ease and care.

Partnership working has been another growing part of our community programmes. We have continued to collaborate with FEAST to provide free hot meals, serving 530 free meals across the year. 60% of those who attend our meals experience food insecurity and often eat meals alone. The opportunity to connect with others over food builds connection as well as supporting the nutrition of our community. As well as partnering with organisations like The Zen Project and Veolia to run community events at our hub, we've continued our collaboration with Mind in Camden. Coordinating our food provision with them has meant there is a hot meal available for the community on every day of the week between the two organisations.

### Our Impact

**Satisfaction Rate: 85%**



Our feedback forms indicate the impact the community programme is having within our community. Having somewhere to experience a sense of belonging as an antidote to isolation and loneliness is critical for wellbeing, and 95% of attendee said that coming to sessions at the hub brings a feeling of belonging. 85% of attendees felt participating in activities at the hub improved their wellbeing. We have also noticed many responses from our community referencing how open our group offer is and how it provides a space for people to simply 'be'

*"The hub helps people, helps me with admin, helps the community, we can meet people, play games, eat food or drink coffee"*

*"The people are friendly and there's a togetherness. We can talk to each other about things, what we do and everything."*

*"It's nice because I socialise, I sort of know everyone now. I feel good when I come home. I feel respected here and more so than out there in the community."*

*"I've learnt by sharing each other experiences, some of us can help others out, and vice versa. We're all caring here."*

*"I've learnt a lot about the people that come here from conversations, they're great to talk to. And I've learnt about the cooking too. The togetherness too - how to be in a community. I've learnt to be less shy, and how to talk to people."*

*"Coming here helps me feel independent. I've been coming on my own rather than needed someone to come with me. I also speak another language at home and coming here helps me improve my English. I talk about myself here more than I do elsewhere."*

### Baking Case Study

The Baking for Wellbeing group has been going since 2019 and is led by Agnieszka; baker and founder of Rise and Shine Bakery, through which she offers bespoke classes focusing on the wellbeing benefits of baking.

Agnieszka feels really positive about how the group has evolved to be a space of community and cohesion for members. Although most members aren't easily able to practice their new baking skills at home, due to living in temporary accommodation or not having access to facilities, it's the whole process of baking together that enables people to connect and be themselves in a warm and safe space.

*"Through baking and coming regularly, they feel comfortable with each other, so they open up and talk about private stuff, which was not the case when we started of course...It's through baking and eating something delicious at the end of it, and sitting with a cup of tea and just talking; a cake is like an excuse for them, it's an outlet. It's a way to expressing their daily thoughts, or silly banter... It's the community feel and spirit."*

As a group they find a way of understanding and accommodating everyone's different tastes and preferences for what's on the menu and being flexible to people's different needs. Through facilitating and leading the group, Agnieszka is learning a lot about other people's realities and how to navigate difference.

*"It's a learning two-way street. I'm also learning about various mental health conditions through listening to some clients who just openly state how it affects their life, and how hard or not hard they find it, and how every day is different. And I'm amazed sometimes about their openness and the seeming ease with which they express what they're going through"*

Agnieszka is supported by one of the regular members of the group who reached out and asked if she could start to regularly come early and help set up. This participant frequently tells Agnieszka that *"Likewise saved {her} life."*

*“It’s incredible to be a part of a charity that’s created that space.”*

Due to the popularity of the group and growing demand, a second group has recently been set up and will be meeting each fortnightly.

### **Reflections on relational working**

At Likewise, our way of working is central to what makes the support we provide across our services different. A central facet of this is our approach to putting relationship first, working in a way that prioritises belonging, acceptance and learning together.

Research from the Relationship Project shows that “relationship first working and a focus on fostering social connection can lead to services that can have greater impact as they are more rooted in the lives of the people they work with. For instance, they reference that in Frome, work on building social connections led to a 14% drop in hospital admissions, while Great Yarmouth Council have been able to reduce the housing waiting list by 95% by developing a relationally centred approach to tackling it.

*Our work with our community starts from a place of the context of their life, working relationally with them to achieve outcomes that are important to their lives. There are three key reasons we work in this way.*

- *It allows us to work in a context sensitive way, Human Learning Systems suggests that services “should embrace the complex reality of the 21<sup>st</sup> century world” and prioritise learning over delivery itself. Working relationally, allows us to understand other perspectives and co-create support which is relevant to the person we’re working with.*
- *It helps the impact of our work sustain as we believe that it is derived from a network of relationships, services and factors, not one service in isolation. Relationships can act as a supportive structure to navigate these systems, helping to build resilience and belonging.*
- *We believe that relationships help us build change. Robert Waldinger describes relationships as a “scientific necessity”, rather than a nice to have sentiment. We have seen how working in a person-centred way enables better results for our community and supports stronger engagement with our services.*

This year’s learning report has given us the opportunity to reflect on our relational approach, its impact, how it has evolved, and what the future may look like. To inform this, in-depth conversations with staff were held exploring the nuances of our approach.

### **Benefits**

Our way of working allows us to have impact that other services may struggle to have. A recurring theme in conversations with staff was the importance of being able to build trust. For many of the people we work with, we are the most trusted service they engage

with. There are many examples of this enabling us to be a bridge between the community and other services. For example, we supported a community member struggling with hoarding to work constructively with the council and fire safety teams, facilitating conversations between the two.

We're able to take positive risks and experiment in unique ways. Staff described how we're able to take action in practical and relational ways without being constrained by rigid processes.

Internally, our way of working has supported a culture where staff are given the space to reflect, share challenges collectively, and continue to evolve our practice. This space to reflect allows us to respond to changing needs and tailor our support to individuals

### Barriers

Working in such an intentional person-centred, relationship-first way within the wider system in Camden can be challenging. We often have to navigate impersonal processes or ways of working that clash with the values we bring to the work. Acting as a conduit between people and statutory services can sometimes require us to adapt our approach to support a positive outcome for our clients, for instance by not just working directly with them, but also advocating for them in external meetings or bringing multiple professionals together.

Another challenge is balancing the depth and breadth of the support we provide. The depth of care and attention relational work requires can make it difficult to divide time equitably across all those seeking support.

### How our approach has evolved

Over the past few years, our relational practice has become more intentional and structured:

- We've moved from a very emergent approach to one more readily supported by clear frameworks, like having explicit community agreements and guidance on working with both rupture and repair in relationships.
- We've become more pragmatic, balancing both reflection and action through the forming of working groups on specific organisational challenges.
- In order to better provide the support structure needed for the work we do, we've formally constituted a "Leads Circle" of roles with accountability for stewarding the conditions that allow for relational work. This group supports a high trust, high autonomy culture in the team, aiming to allow responsive, flexible support work while taking care of the wellbeing of the delivery teams.
- Our client work is the most collaborative it has been, with staff often working together rather than holding cases individually, allowing for more intentional and considered support.

## **OUR COMMUNITY AGREEMENTS AND RESTORATIVE PROCESS**

### Our Community Agreements

Our community agreements set the frame for the kind of relationships that make a diverse community possible. We believe that communities are best able to thrive when there are explicit relational agreements that help people navigate spaces, and understand the values that are important to that community. Co-creating these agreements with community members, and then being able to highlight them for everyone, provides a framework for conversations about the kind of community we aspire to, the ways we all want to belong together.

### Our Restorative Process

People getting things wrong, strained relationships, difference and conflict are all inevitable parts of people coming together in community. Having norms and processes for navigating this is essential. Working with conflict in a way that is relational, restorative, non-punitive and centred on learning, we can build a strong and cohesive community which is better able to hold and include difference.

With this in mind, we have recently launched a formalised process to working with “rupture and repair” in relationships with community members. This covers how we approach conflict or when community agreements are broken, and when/how people might be asked to take a break from the community space. With an emphasis on non-exclusion, our process includes guided learning conversations, times when taking a break might be necessary, as well as a focus on creating the space for a phased return to our community space following more serious ruptures. This was developed following conversations with community members around conflict, and staff meetings, landing on a process that centres the needs of the broader community, as well as the individuals that it is made up of.

### Current Learning Edges

The key questions showing how our approach has been evolving are:

- How do we keep adapting within wider systems without diluting our “humans alongside humans” approach rooted in relationship and mutuality?
- How do we build more structure into one-to-one work to support consistency and provide greater support for staff while maintaining our ability to put relationship first, make space for emergence and complexity?
- How can we continue to experiment in community work while operating with clearer agreements and processes? Creating the space for getting things wrong and tailoring our way of working to each community member whilst still having unifying policies and agreements?

## Learning for other organisations

For organisations seeking to work in a similar way some insights stand out:

- Relational work is effective and rewarding, but it takes time, space, and intention to do it well.
- Flexibility is very important, being pragmatic and being comfortable with uncertainty makes the approach impactful.
- Being able to have the space and support to process challenging situations is pivotal, at Likewise we build in the space to reflect and process in smaller groups and as a team.
- How we recruit into the team matters greatly for how we're able to cultivate our way of working. We integrate and centre the values, mindset and a level of relational resilience needed to meet complexity, hold ambiguity, and work with autonomy in our recruitment.
- The depth of care required can lead to resources being stretched, but the outcomes often justify the effort. We make this sustainable by embedding reflection into our regular meeting spaces, to unpack and unpick the emotional load of the work. We also build a mutually supportive culture where all team members can turn to each other to process their experience of the work, be supported and learn together.
- Building strong relationship with the wider system is essential for supporting individuals and advocating for a more person-centred model of care.

## Looking Ahead

There is a great deal of optimism about the future of our relational approach. While the context and applications may change, there's a strong belief that the core practice will remain central. We expect to see more structures introduced into the one-to-one work, alongside the continued space for experimentation in community projects, ensuring our staff and community are supported in ways that are relational, values-led, and sustainable.

# Likewise Community

Report of the Board of Trustees *continued*

**For the Year Ended 31 March 2025**

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The trustees present the financial statements of the charitable company for the year ended 31 March 2025.

The trustees have complied with the duty to have due regard to guidance issued by the Charity Commission.

## LEGAL AND ADMINISTRATIVE INFORMATION

**Charity name** Likewise Community (formerly Holy Cross Centre Trust)

**Charity registration number** 1109639

**Company registration number** 05436062

**Registered office** 8 Fairhazel Gardens, London NW6 3SG

**Office address** 8 Fairhazel Gardens, London NW6 3SG

**Telephone/email** 020 7278 4437/ Hugo.Reggiani@likewise.org.uk

### Trustees (Directors)

Hilary Wendt  
Lisa Clarke  
Katherine Beeching  
Jennifer Wood  
Hristina Vaceva  
Letizia Mattanza  
Matthew Hacke

Chair  
Resigned 19th September 2024

### Co - Officers

Matt Shepheard  
Hugo Reggiani

### Independent Examiner

Harry Nicolaou FCA  
Of Harry Nicolaou & Co Limited  
Chartered Accountants  
21 Brendon Way, Enfield EN1 2LF

### Bankers:

HSBC plc, 31 Euston Road, London NW1 2ST

### Solicitors:

Bates, Wells and Braithwaite  
Cheapside House  
138 Cheapside  
London EC2V 6BB

# Likewise Community

Report of the Board of Trustees *continued*

For the Year Ended 31 March 2025

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## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing document

The organisation is a charitable company limited by guarantee, incorporated on 26 April 2005 and registered as a charity on 24 May 2005. The company was established under a Memorandum of Association which defined its objects and powers. It is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1 per member.

### Recruitment, selection, induction and training of trustees

The charity trustees (under charity law) are also the directors of the company for the purposes of company law.

The Charity has detailed policies for the recruitment, selection, induction and training of our Trustees.

Contained within the Trustee Handbook are the Likewise Community Codes of Conduct and all policies relating to Trusteeship of the Trust.

Guidance is provided on:

- Introducing the Role of Trusteeship with clearly defined concepts relating to Likewise Community
- A guide to *good* Trusteeship
- A clear model for Trustee Codes of conduct
- Clearly stated rights and responsibilities

The trustees who served in the year were as follows:

Hilary Wendt	Hristina Vaceva
Lisa Clarke	Letizia Mattanza
Katherine Beeching	Matthew Hacke
Jennifer Wood	

### Risk management

The major risks to which the charity is exposed, as identified by the trustees, have been reviewed, and systems or procedures have been established to manage those risks. We continue to invest in our people and are confident in the team we have established.

### Organisational structure

The charity is administered by a board of a minimum of three trustees who meet on alternate months. The Trustees are responsible for the strategic policy and direction of the charity. A chief officer or Co - officers are appointed by the trustees to manage the day to day operations of the charity and is assisted by the staff of the charity.

Likewise Community continues to hold volunteering at the centre of its operations. The value of services provided by the 50 volunteers of the charity is not included in these accounts.

### OBJECTIVES

The objects of the charity are:

- (a) To relieve need, hardship and distress among people of the Greater London area (hereinafter called "the area").
- (b) To relieve the needs of elderly people living in the area.
- (c) To promote the better care, upbringing and education of children living in the area, and in particular those under the age of five.

The charity has focused its energies and resources on objective (a) since its inception, working with a range of socially excluded people for whom there is no or insufficient provision in the area.

# Likewise Community

Report of the Board of Trustees *continued*

**For the Year Ended 31 March 2025**

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## FINANCIAL REVIEW AND RESERVES POLICY

Likewise aims to maintain a minimum of 6 months of operating costs as free reserves.

Given forecast deficits in upcoming years as the charity navigates an uncertain funding environment, the trustees felt it prudent to retain a level of reserves that can allow for navigating this period and therefore maintenance of our vital services.

In particular reserves may be needed as statutory contracts are changed, and or reduced in upcoming years.

Trustees anticipate needing to allocate reserves to sustain some services and navigate rising expenditure and the pressure on staff salaries

At 31 March 2025 the Charity has free reserves of £832,030 (2024 £781,684).

Our reserves at 31 March 2025 stand at 10.84 months operating expenditure (2024 10.27 months).

This report has been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Approved by the Board on 04 December 2025 and signed on its behalf by:

  
Hilary Wendt  
Chair

# Independent Examiner's report to the Trustees of the Likewise Community

I report on the accounts of the company for the year ended 31 March 2025 set out on pages 9 to 19.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011 and regulations made under section 154 of that Act. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

## Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of The Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

## Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

## Independent examiner's statement

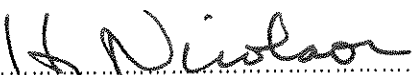
In connection with my examination, no matter has come to my attention:


(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

  
.....  
Harry Nicolaou FCA  
Of Harry Nicolaou and Co Limited  
Chartered Accountants  
21 Brendon Way,  
Enfield,  
EN1 2LF

  
.....

# Likewise Community

## Statement of Financial Activities (including Income and Expenditure Account)

For the Year Ended 31 March 2025

	Note	Unrestricted funds	Restricted funds	Total 2025	Total 2024
		£	£	£	£
<b>INCOME from:</b>					
Donations and legacies		844	-	844	-
Charitable activities:					
Grants	2	30,000	44,961	74,961	122,259
Contracts	3	826,618	-	826,618	829,815
Other income		24,736	-	24,736	21,396
<b>Total income</b>		<b>882,198</b>	<b>44,961</b>	<b>927,159</b>	<b>973,470</b>
<b>EXPENDITURE on:</b>					
Charitable activities:					
NHS Core team		470,790	-	470,790	423,184
Resilience Network Alliance		221,314	-	221,314	223,294
NL - Community Cost of Living project		-	-	-	46,764
Community Support Services (Floating Support & Community Programme)		126,117	89,251	215,368	172,420
Rough Sleepers Project		-	-	-	34,198
Governance costs		13,547	-	13,547	13,602
<b>Total expenditure</b>	4	<b>831,768</b>	<b>89,251</b>	<b>921,019</b>	<b>913,462</b>
<b>Net income</b>	5	<b>50,430</b>	<b>(44,290)</b>	<b>6,140</b>	<b>60,008</b>
Transfers between funds	13	(1,498)	1,498	-	-
<b>Net movement in funds</b>		<b>48,932</b>	<b>(42,792)</b>	<b>6,140</b>	<b>60,008</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		791,729	42,792	834,521	774,513
<b>Total funds carried forward</b>	13	<b>840,661</b>	<b>-</b>	<b>840,661</b>	<b>834,521</b>

# Likewise Community

## Balance Sheet

Company No. 05436062

As at 31 March 2025

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	8	8,631	10,045
		<u>          </u>	<u>          </u>
<b>Current assets</b>			
Debtors	9	63,507	66,545
Cash at bank and in hand		828,092	846,786
		<u>          </u>	<u>          </u>
		<b>891,599</b>	<b>913,331</b>
<b>Creditors: Amounts falling due within one year</b>	10	<b>(59,569)</b>	<b>(88,855)</b>
		<u>          </u>	<u>          </u>
<b>Net current assets</b>		<b>832,030</b>	<b>824,476</b>
		<u>          </u>	<u>          </u>
<b>Net assets</b>	12	<b>840,661</b>	<b>834,521</b>
		<u>          </u>	<u>          </u>
		<u>          </u>	<u>          </u>
Unrestricted funds		840,661	791,729
Restricted funds		-	42,792
		<u>          </u>	<u>          </u>
<b>Total funds</b>	13	<b>840,661</b>	<b>834,521</b>
		<u>          </u>	<u>          </u>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that members have not required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Approved by the Board on 04 December 2025 and signed on its behalf by:

  
 Hilary Wendt  
 Chair

# Likewise Community

## Statement of Cash Flows

As at 31 March 2025

	2025	2024
	£	£
<b>Cash flow from operating activities</b>		
Net income/ for the year	6,140	60,008
Depreciation of tangible fixed assets	2,877	3,348
Decrease/(Increase) in debtors	3,038	49,625
Increase/(decrease) in creditors	(29,286)	16,721
	<u>(17,231)</u>	<u>129,702</u>
<b>Cash flow from investing activities</b>		
Payments to acquire tangible fixed assets	(1,463)	(2,388)
	<u>(1,463)</u>	<u>(2,388)</u>
Net increase/(decrease) in cash and cash equivalents	(18,694)	127,314
Cash and cash equivalents at 1 April 2024	<u>846,786</u>	<u>719,472</u>
Cash and cash equivalents at 31 March 2025	<u>828,092</u>	<u>846,786</u>

# Likewise Community

## Notes to the Accounts

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### 1. Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year.

#### **Basis of accounting**

The accounts (financial statements) have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The accounts have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for twelve months from authorising these accounts and have decided that the charity is able to continue as a going concern.

#### **Income recognition**

All income is recognised once the charity has entitlement to the income, there is sufficient certainty of receipt and so it is probable that the income will be received, and the amount of income receivable can be measured reliably.

#### **Expenditure recognition**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on the accruals basis and is inclusive of VAT.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. Costs are allocated to activities on the basis of percentages derived from the budget.

Governance costs, which are included in charitable expenditure, include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

#### **Fund accounting**

Unrestricted funds are grants, contracts, fees and other incoming resources receivable for the objects of the charity without further specified purpose and are available as general funds.

Restricted funds are grants and other incoming resources which are to be used for specific purposes as specified by the donor. Expenditure which meets this criteria is charged to the fund.

Designated funds are funds set aside out of unrestricted general funds by the trustees for specific future purposes or projects.

#### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

#### **Creditors**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

# Likewise Community

## Notes to the Accounts

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### **Accounting policies** *continued*

#### **Fixed assets**

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is provided on all tangible fixed assets at 25% of net book value per annum, a rate calculated to write off the cost of each asset, less its estimated residual value, over the useful economic life of that asset.

#### **Operating leases**

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

#### **Pension costs**

The charity contributes to a workplace pension scheme. Pension costs are charged to the SOFA as incurred.

*Continued*

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2025

	Unrestricted	Restricted	Total	Total
			2025	2024
	£	£	£	£
<b>2. Grants</b>				
The National Lottery Community Fund	-	-	-	104,645
LBC- Community Impact Resilience Fund	-	-	-	15,614
- Community Partner Fund	30,000		30,000	-
Veolia - Garden project	-	840	840	-
D'Oyle Carte Charitable Trust	-		-	2,000
London Catalyst (Samaritan) Grant	-	16	16	-
City Bridge -Creative Therapies	-	44,105	44,105	
	<b>30,000</b>	<b>44,961</b>	<b>74,961</b>	<b>122,259</b>
<b>3. Contracts</b>				
	£	£	£	£
C&I NHS Foundation Trust: Core teams	500,094	-	500,094	488,746
Floating support service	102,540	-	102,540	87,454
CNHS- Rough Sleepers project	-	-	-	35,647
The Resilience Network Alliance	223,984	-	223,984	217,968
	<b>826,618</b>	<b>-</b>	<b>826,618</b>	<b>829,815</b>

Continued

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2025

### 4. Total expenditure

	Core Teams	Resilience Network Alliance	Floating Support	Community Programme	Governance costs	Total 2025	Total 2024
	£	£	£	£	£	£	£
Salaries (Note 6)	409,690	188,557	108,270	77,537	7,464	791,518	783,076
Other staffing costs	6,227	2,874	1,796	1,078	371	12,346	8,569
Accommodation costs	18,016	7,944	5,197	3,489	515	35,161	33,674
Insurance	5,012	1,881	1,446	1,299	-	9,638	5,910
Independent examination fee	-	-	-	-	4,000	4,000	4,000
Consultancy, legal and professional fees	5,765	2,412	1,663	1,246	287	11,373	24,707
Office and other costs	24,584	16,970	7,299	4,343	909	54,105	50,178
Depreciation	1,496	676	446	259	-	2,877	3,348
	<b>470,790</b>	<b>221,314</b>	<b>126,117</b>	<b>89,251</b>	<b>13,547</b>	<b>921,019</b>	<b>913,462</b>

Costs are allocated to activities directly where possible and on percentages based on headcount for those costs which could not be allocated directly (2021 based on percentages derived from the budget)

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2025

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### 5. Net incoming/outgoing resources for the year

	2025	2024
	£	£
This is stated after charging:		
Depreciation	2,877	3,348
Independent examination fees	<u>4,000</u>	<u>4,000</u>

### 6. Staff costs

	2025	2024
	£	£
Wages and salaries	697,529	688,240
Social security costs	54,820	56,292
Pension costs	39,169	38,544
	<u>791,518</u>	<u>783,076</u>

No employee received emoluments of more than £60,000.

The average number of employees during the period was:

	2025	2024
	No.	No.
Staff employed on permanent contracts	33	35
Staff employed on zero-hours contracts	2	2
	<u>35</u>	<u>37</u>

### 7. Trustee remuneration

No remuneration was paid to the trustees in their capacity as trustees and no expenses were reimbursed to them (2024 £Nil).

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2025

### 8. Tangible fixed assets

	IT/Computer equipment £	Other equipment £	Furniture and fixtures £	Total £
<b>Cost</b>				
At 1 April 2024	45,941	47,297	47,952	141,190
Additions	-	284	1,179	1,463
<b>At 31 March 2025</b>	<b>45,941</b>	<b>47,581</b>	<b>49,131</b>	<b>142,653</b>
<b>Depreciation</b>				
At 1 April 2024	41,003	47,039	43,103	131,145
Charge for the year	1,234	136	1,507	2,877
<b>At 31 March 2025</b>	<b>42,237</b>	<b>47,175</b>	<b>44,610</b>	<b>134,022</b>
<b>Net book value</b>				
<b>At 31 March 2025</b>	<b>3,704</b>	<b>406</b>	<b>4,521</b>	<b>8,631</b>
<i>Net book value</i>				
<i>At 31 March 2024</i>	<i>4,938</i>	<i>258</i>	<i>4,849</i>	<i>10,045</i>

### 9. Debtors

	2025 £	2024 £
Fees receivable	6,041	6,565
Other debtors	46,668	45,523
Prepayments	10,798	14,457
	<b>63,507</b>	<b>66,545</b>

### 10. Creditors: amounts falling due within one year

	2025 £	2024 £
Deferred income (note 11)	7,984	39,073
Other creditors and accruals	51,585	49,782
	<b>59,569</b>	<b>88,855</b>

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2025

<b>11. Deferred income</b>	<b>£</b>
Balance at 1 April 2024	39,073
Amount released to incoming resources	(39,073)
Amount deferred in year	7,984
<b>Balance at 31 March 2025</b>	<b>7,984</b>

Deferred income represents grant and contract income received in advance.

<b>12. Analysis of net assets between funds</b>			
	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total funds 2025</b>
	£	£	£
Tangible fixed assets	8,631	-	8,631
Current assets	883,615	7,984	891,599
Current liabilities	(51,585)	(7,984)	(59,569)
<b>Net assets at 31 March 2025</b>	<b>840,661</b>	<b>-</b>	<b>840,661</b>

<b>13. Movement in funds</b>					
	At 1 April 2024	Incoming resources	Outgoing resources	Transfers	At 31 March 2025
	£	£	£	£	£
<b>Unrestricted funds</b>					
General funds	791,729	882,198	(831,768)	(1,498)	840,661
	<b>791,729</b>	<b>882,198</b>	<b>(831,768)</b>	<b>(1,498)</b>	<b>840,661</b>
<b>Restricted funds</b>					
National Lottery: Community Support Services	42,792	-	(30,000)	(12,792)	-
LBC- Community Partner Fund & others	-	840	(9,618)	8,778	-
London Catalyst (Samaritan) Grant	-	16	(16)	-	-
City of London - Community Programme	-	44,105	(49,617)	5,512	-
<b>Total restricted funds</b>	<b>42,792</b>	<b>44,961</b>	<b>(89,251)</b>	<b>1,498</b>	<b>-</b>
<b>Total funds</b>	<b>834,521</b>	<b>927,159</b>	<b>(921,019)</b>	<b>-</b>	<b>840,661</b>

### Purposes of restricted funds

- *Community Support Services fund: to deliver high quality, deeply person-centred community care; to influence the social care sector through sharing learning; to explore community ownership; costs towards a Pod Leader to deliver person-centred community care; to deliver social care and mental health services through the Pod Model, weaving one-to-one support, social work training and community activity into one.*
- *Individual grants for the relief of poverty fund: to distribute grants raised for that purpose to individual clients of the St Pancras Refugee Centre.*

### 14. Related Party Transactions

No related party transactions took place during the year.

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2025

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### 15. Commitments

#### Operating lease commitments

The total of future minimum lease payments under non-cancellable operating leases at 31 March 2025 are as follows:

	2025	2024
	£	£
Not later than one year	2,496	1,214
Later than one year but less than five years	10,608	1,720
	<u>13,104</u>	<u>2,934</u>

### 16. Pension costs

The employer's contribution is 8% of the salaries of eligible staff who were on appointed on or before March 2022. For eligible employees appointed on or after 1 April 2022 the employer's contribution rate is 5%. The contribution is paid into a workplace pension scheme.

Pension costs amounted to £39,169 (2024 £38,544).

**Likewise Community**

England & Wales - Charity number 1109639

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# Accounts

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*Signed*

Company No. 05436062  
Charity No. 1109639

# **Likewise Community**

## **Report & Accounts**

**For the Year Ended 31 March 2024**

**8 Fairhazel Gardens  
London  
NW6 3SG**

**Likewise**

**LEARNING  
REPORT 2024**

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**Organizational Themes Equity, Diversity, and Inclusion (EDI)**

**Strengthening Partnerships**

## Executive Summary: 2023-2024

This year, we've made meaningful strides in expanding our reach, deepening our understanding of community needs, and addressing challenges within our work.

### KEY ACHIEVEMENTS

- **Partnerships and Influence:** Prepared for the launch of the Reach Out Camden Partnership while strengthening our role within NHS Core Teams to bridge clinical and community care.
- **Community-Centered Growth:** Enhanced our offerings by listening to the needs of our community, reflected in both 1:1 support and group activities. Attendance at community programs has grown.
- **Creative Therapies Expansion:** Secured funding through City Bridge Trust, enabling us to provide free, accessible creative therapies like art, music, and dance.
- **Tackling Discrimination:** Addressed challenges of discrimination in our work by fostering open team discussions and improving strategies to create inclusive, supportive spaces for all
- **In renewing and growing our staff team post-pandemic.**

### HEADLINE IMPACT

- **Evolving Offerings:** Responded to rising socioeconomic pressures with initiatives like the Admin Afternoon sessions, helping community members navigate practical challenges.
- **Combatting Isolation:** Addressed increasing loneliness in Camden by fostering meaningful relationships—100% of participants in our 6-8 Sessions program reported a positive connection with their keyworker.
- **Service Satisfaction:** Achieved over 90% satisfaction in 1-1 services, with 95% of 6-8 Sessions participants reaching their goals.

## OUR YEAR IN IMPACT

- 90% satisfaction across all our 1-1 services
- More than 60% growth in the number of community programme attendees
- 100% of 1-1 clients reporting a good relationship with their keyworker
- 530 free meals served to the community
- More than 6500 hours of 1-1 support delivered to more than 300 people
- 95% of community attendees reporting a positive impact on their wellbeing
- 71% of 6-8 clients reporting that they are better managing their mental health

## The Growing Need in Our Community

Over the past year, we've seen a significant increase in the need for support across our community and greater Camden. As the cost-of-living crisis deepens, our team has stepped up to provide essential help in response to what staff see daily: more people struggling financially. In our community sessions, the stories of individuals just trying to make ends meet are more frequent, and our hub has become a warm, safe space for many who rely on it in tough times.

Isolation and loneliness are compounding these challenges. Social pressures are pushing more people into isolation, leaving them even more vulnerable to financial strain. Camden now has the second-lowest proportion of social care users who feel they have enough contact with others, with nearly 20% more residents who are single, separated, or widowed than the national average (Camden Council, 2024).

*"You talk to people who, if they had family, would have help with things like letters and passports. Many are truly on their own, isolated. A place like this is like a replacement family, filling a gap in people's lives" – Support worker*

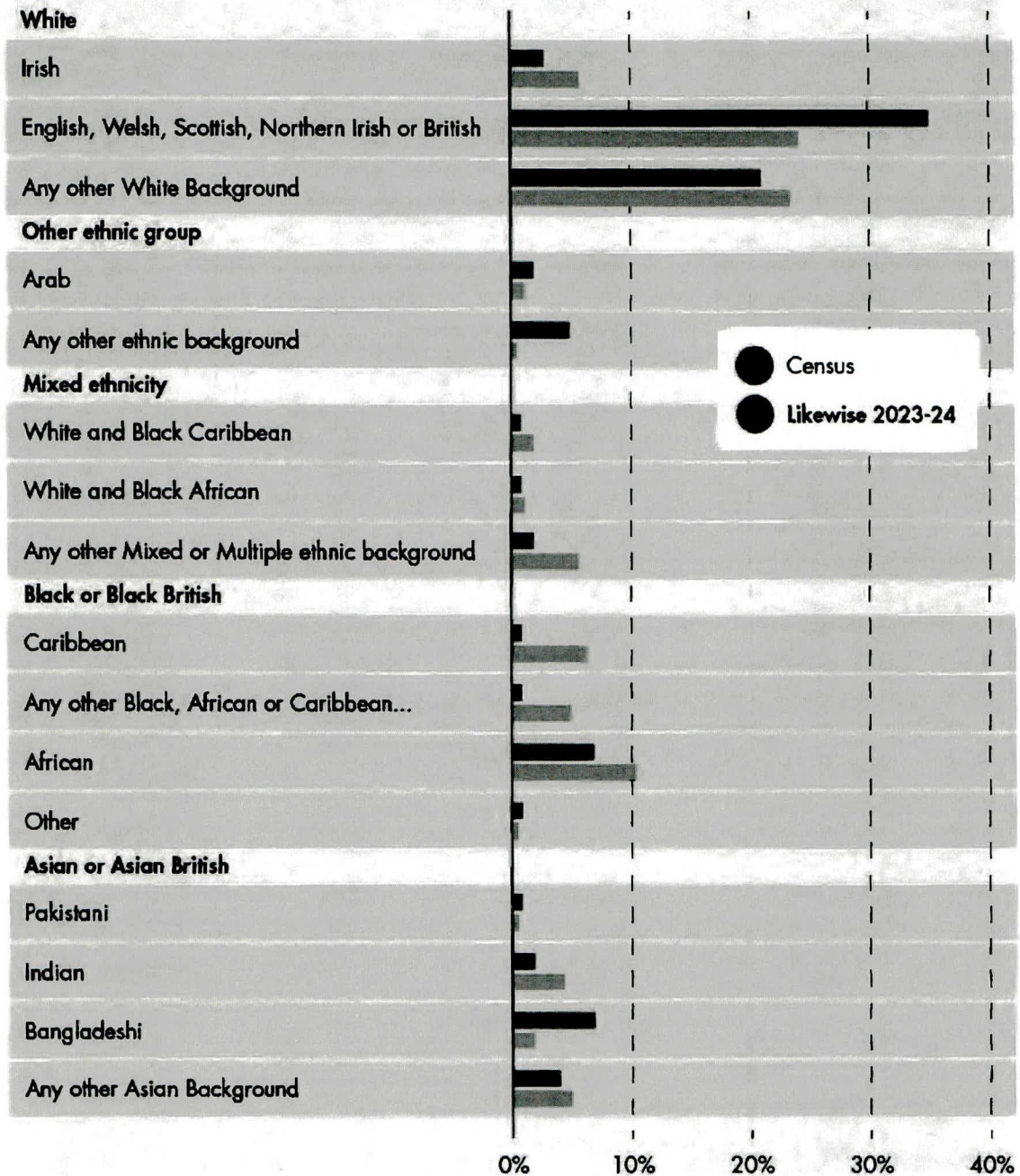
As isolation grows, so does the vulnerability of those without a support network. In response, we've expanded our 1-to-1 and community programs, adding sessions such as our admin support drop in session for anyone needing assistance with paperwork or applications. These sessions are just one way we're helping to bridge the gap.

This past year has shown us the critical role we play in fighting isolation in Camden. Our hub and 1-on-1 sessions are more than just services; they offer connection and companionship—a lifeline to those who need it most. Of those attending our community programs, 88% report a greater sense of belonging. At a time when many feel vulnerable, we're here to foster connection.

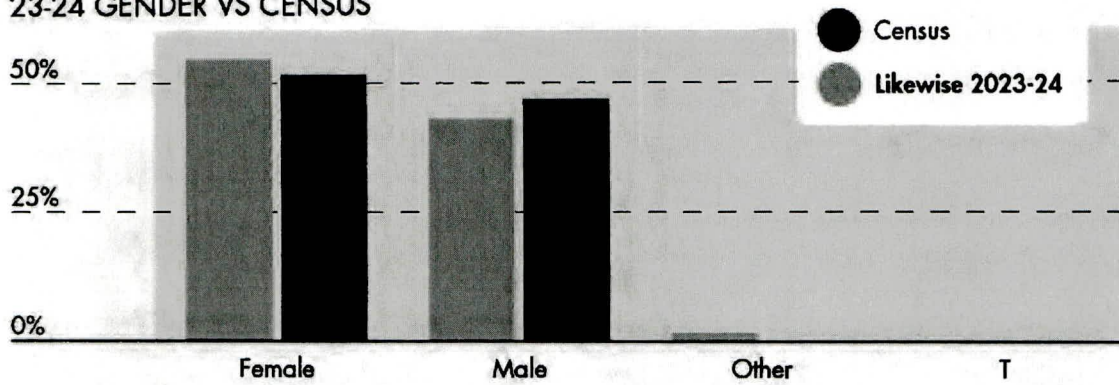
*"People can come in with loads of practical demands, but then deep down it's the quality of relationships that people are missing. I can go through each of my clients and pinpoint the social isolation" – Support worker*

# In Numbers

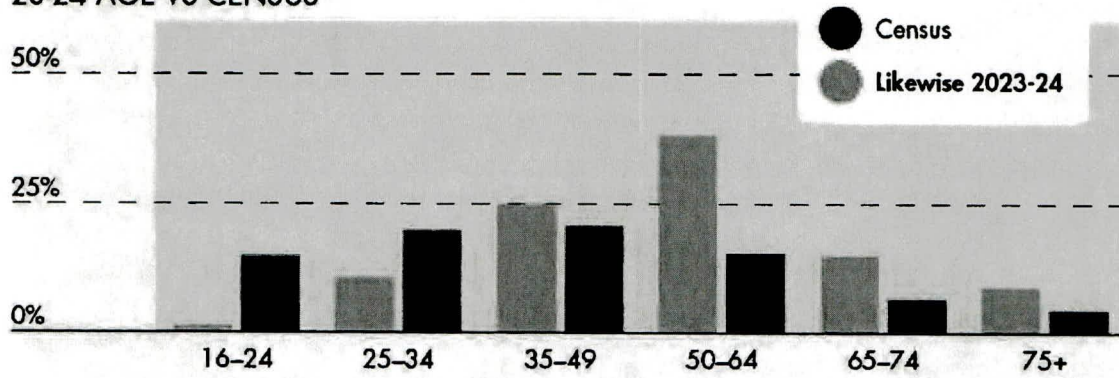
## 23-24 ETHNICITY VS CENSUS



### 23-24 GENDER VS CENSUS



### 23-24 AGE VS CENSUS



### OVERALL FIGURES

	Hours	Sessions	Unique Participants	Total Attendances
1-1*	<b>6,700</b> (-14%)	<b>3,027</b>	<b>301</b>	-
Community	<b>1,288</b> (+8%)	<b>953</b> (+15%)	<b>165</b> (+63%)	<b>2,395</b> (+14%)

\*includes Support and Connect estimate

## Short-term 1-1

### OUR WORK WITH NHS CORE TEAMS: BUILDING TRUST AND A PERSON-CENTRED APPROACH

This past year, our work with NHS Core Teams has been focused on finding our place within the system, supporting Camden's diverse communities, and enhancing multi-disciplinary care. Our Support and Connect service reached an estimated 177 clients, while our community development workers fostered trust by hosting regular coffee mornings and tailored talks for specific groups like the Somali and Chinese communities.

Our collaboration with clinical staff has created meaningful, multi-disciplinary support opportunities. Regular team meetings allow us to tap into clinical expertise, enriching client care. For example:

*"I worked with a woman who was initially distrustful of professionals after difficult experiences. By creating a safe space to share, I helped bridge her care with a psychiatrist she was wary of. Setting up a three-way meeting allowed her to try new treatments. Over time, she reflected on her journey, realizing that she didn't have to judge professionals by past experiences. Without this collaboration, she would have likely left feeling frustrated." – Support and Connect Worker*

Alongside Mind in Camden, we've also implemented an evaluation role within the Core Team to assess service impact through staff and service user feedback. This evaluation has led to innovations such as the Kentish Town Triage Calls Pilot.

### KENTISH TOWN TRIAGE CALLS PILOT

The Kentish Town Core Teams trialled brief introductory calls for new referrals to learn about clients' needs and goals. Our evaluation showed these calls significantly improved client experiences, especially due to their person-centred nature. Interviews and data revealed that clients felt more understood and supported. The success of this approach has made these triage calls a permanent part of the process, demonstrating our commitment to a more person-centred system.

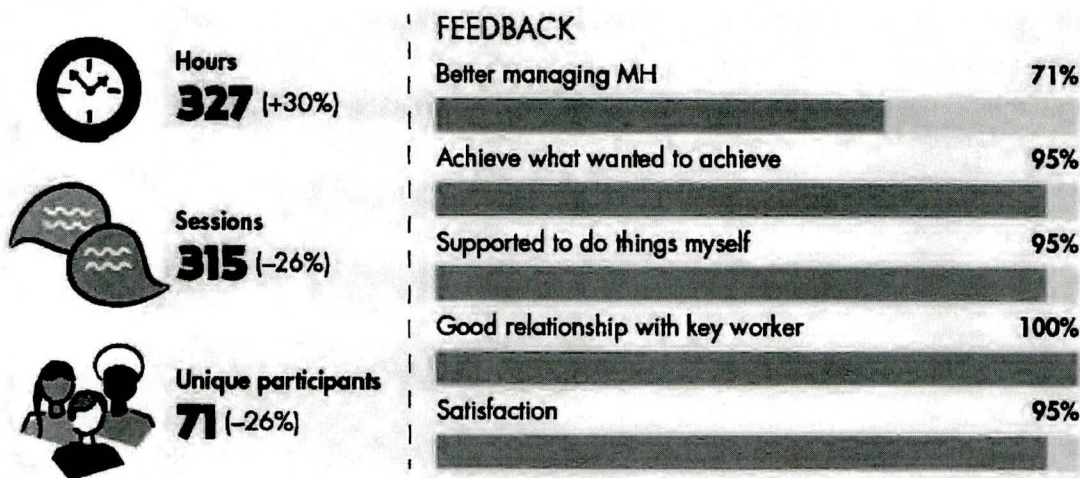
Through our work with NHS Core Teams, we're not only enhancing trust and connection but also taking tangible steps to build a healthcare system that genuinely centres on each person's needs.

#### **OUR KEY LEARNING: BALANCING INDEPENDENCE WITHIN THE NHS**

This year, we've deepened our understanding of what it means to work within the NHS system. Previously, we focused on moving from a position of independence to a willingness to collaborate within the system. Now, we're learning that while partnership is essential, some aspects of our work require us to maintain a degree of independence to deliver the kind of support our community needs.

Navigating KPIs and standard metrics has presented challenges, as these measurements don't always align with our approach to support. In the coming year, we will continue exploring how we can fully participate in the health and social care system while preserving the flexibility and independence crucial to our practice—especially when it comes to standardized reporting.

## 6-8



### PREPARING FOR TRANSFORMATION IN OUR 6-8 SERVICE

Our 6-8 service has been gearing up for significant changes this year as part of Reach Out Camden—a partnership among four Camden-based community organizations designed to create a single point of access for referrals. This single referral point will improve collaboration across services and reduce the need for individuals to retell their stories repeatedly.

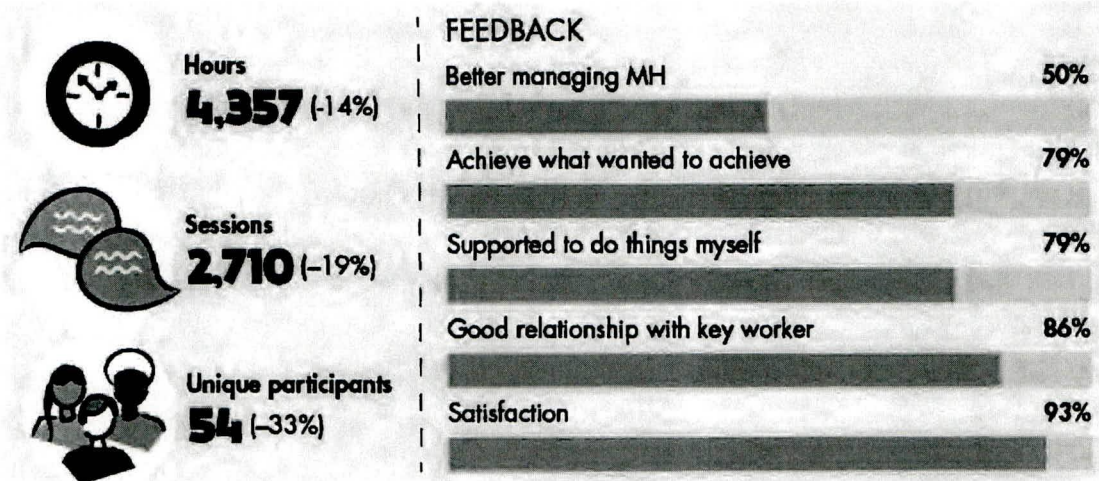
Early in the year, we operated at reduced capacity for the 6-8 service, even pausing referrals to address a growing waitlist. This slowdown was mainly due to staffing challenges and fewer placement students than usual to support our sessions. By year-end, however, we returned to normal service levels, and we anticipate a strong increase in the number of people we'll serve in the coming year.

Despite these capacity challenges, we maintained our high standard of support, with 95% of participants reporting satisfaction and achieving their goals. This demonstrates our commitment to delivering impactful, person-centred support through the 6-8 service.

## **OUR KEY LEARNING: BUILDING PARTNERSHIPS REQUIRES PATIENCE**

**Our primary takeaway from launching this partnership has been the importance of patience. Establishing a single referral system took considerable time and felt, at times, non-linear—but this was a natural part of building something new. Being present and patient through the process has been essential, underscoring that patience is foundational for a successful, lasting partnership.**

# Long-term 1-1



## FLOATING SUPPORT: PROVIDING STABILITY AND CONNECTION

Our Floating Support service offers regular, long-term sessions for both practical and emotional support, tailored to each client’s needs. This support can range from discussing how someone feels to assisting with applications or shopping—always flexible and responsive to the needs of our community.

This year, we’ve seen reduced service outputs, keeping referrals closed so that we can devise a sustainable model for the service to function. As a result, we’ve been working with the same client base, with clients leaving naturally without immediate replacements in caseloads. We anticipate re-opening referrals next year, bringing new clients and fresh energy to the service.

Despite limited capacity, Floating Support maintains strong outcomes: 93% client satisfaction and 79% reporting they achieved their support goals. Given the complex, non-linear nature of many of these relationships, this feedback is especially meaningful. For many clients, Floating Support offers stability rather than radical change, which is essential in their journey.

Our staff have seen first hand the power of simply “being there” for clients—offering a steady, supportive presence. As we prepare to bring in new clients, we look forward to spreading this impact further.

#### **OUR KEY LEARNING: MEETING DEEPENING NEEDS**

Our main takeaway this year has been recognizing the heightened needs within Floating Support. Many clients are among those most impacted by ongoing socio-economic pressures, with more seeking help for benefits applications, financial support, and connection. Through this program, we’ve gained deeper insights into our community and their needs, equipping us to offer the support that truly matters.

## 1-1 Case Studies

### HARRIET'S STORY

Harriet is a 70 year old woman who has been working with Floating Support for over a year. Due to medical issues she is currently housebound and signed up to get some help with some practical tasks she struggles with doing by herself. She relies on the support to get out of the house, which helps her general mental and physical health. She enjoys playing games with her support workers, they have helped her improve her living conditions by tidying around the house and helping her to go outside. She shared how much it means to her to have people really interact with her and listen.

*"They're very good people they listen to you and they help you, and if they don't know they find people who do."*

### ANGELA'S STORY

Angela is a 93 year old woman who signed up for the 6-8 service in order to help her interact more with the community. She used to be very active in the community and attended regular community meetings on her estate, as well as local community centres and classes, and had a wide circle of friends. However, over the years these meetings have stopped happening, and many of her friends have passed away. This has left her more isolated, which combined with mobility issues, has limited her social life over recent years.

The purpose of starting support was to interact with more people and to help with practical tasks which she struggled with. She has had a very positive experience and has received help with navigating online and getting out of the house. She looks forward to continuing her sessions with Likewise.

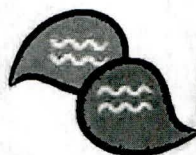
*"We went out, which I wouldn't have done on my own. We sat on a bench on a lovely afternoon that wasn't too hot. So that was lovely"*

*for me."*

## Community



Hours  
**1,288**



Sessions  
**953**



Total Attendances  
**2,395**

*Some attendances won't be registered due to the drop-in nature of most activities*



Meals served  
**530+**

*Served over 530 free meals to the community \*approx. 350 in Community café, and 180 in Zen days (conservative)*

### THE COMMUNITY PROGRAMME: FOSTERING CONNECTION, WELLBEING, AND BELONGING

Our Community Programme offers a wide range of activities designed to enhance wellbeing by creating a welcoming space where people can connect and truly be themselves.

*"I can be myself with support from staff"*

Over the past year, we have continued to offer a diverse line-up of activities, supported by students, volunteers, and staff, allowing people to engage in ways that resonate with them.

*"It's helped with my mood. Being around others helps. Sometimes I isolate myself. It's a reason to get out of the house."*

## New Activities and Partnerships

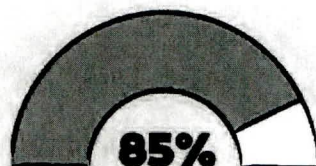
To meet community needs, we introduced several new activities this year focused on fostering creativity and connection:

- **People's Poetry:** A safe space for reading, writing, and sharing poetry, building connections among those who share a love for self-expression through words.
- **Canine Café:** Run in partnership with Pets as Therapy, this space uses the calming presence of animals to create a gentle environment for connection.

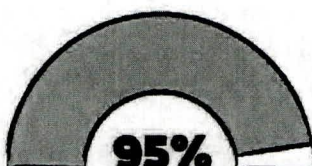
## Why We Offer These Activities

- To support a sense of belonging and acceptance.
- To provide an inclusive space where people feel free to be themselves, in both good and challenging times.
- To offer skill-building opportunities that members can use in their own lives.
- To amplify community members' voices, fostering active participation and leadership.

## FEEDBACK: KEY RESULTS



85% of respondents are satisfied with their experiences of the programme



95% of respondents said attending community activities had a positive impact on their wellbeing



88% of respondents said they felt a sense of belonging through engaging with community activities

## STRENGTHENING FEEDBACK TO GUIDE OUR WORK

This year, we improved our feedback process, launching the Community Feedback Form to better understand community experiences and needs. Insights from this bi-

annual survey have deepened our understanding of what matters to our community, guiding us as we shape the future of the programme.

## COMMUNITY NEEDS: WHAT WE LEARNED

Through feedback and analysis of local socio-economic trends, two key needs emerged:

1. **Support with Practical Tasks** Many community members seek assistance with tasks like housing, benefits, and immigration due to the complexity of these systems. Rising costs are also a concern; between December 2022 and December 2023, Camden Foodbank saw a 34% increase in emergency food box distribution. Surveys conducted with our partner, Feast, highlighted food insecurity as a major issue for a significant portion of our community.
2. **Social Interaction and Connection** Loneliness and isolation are recurring themes, with many members emphasizing that simply being around others supports their mental health. The chance to leave the house, meet people, and feel part of a supportive environment is vital for wellbeing.

## OUR RESPONSE: STRENGTHENING PARTNERSHIPS AND EXPANDING SERVICES

### Community Meals with Feast

In partnership with Feast, we launched Community Meals during our Wednesday Community Café, providing fresh, nutritious meals using surplus ingredients. This year, we expanded to offer meals on Fridays, using our Hub Kitchen to double our service capacity, serving over 350 meals. This shared experience offers both nourishment and connection.

*"Connecting with people and sharing a meal gives me a sense of belonging. Being on good terms with people feels nice." — Community Member*

### **Rise and Shine Baking**

Led by Agnieszka Siedlecka, our Baking for Wellbeing class continues to be a staple, allowing members to learn baking skills while fostering friendships. We plan to expand this popular program next year.

### **Community Events**

To strengthen community ties, we hosted a variety of events this year, bringing people together and spotlighting activities and organizations:

- Seasonal Celebrations: Summer, Autumn, and Winter gatherings.
- Green Up Day at the Hub, featuring crafts, meals, and eco-focused activities.
- Monthly Zen Days with Mind in Camden and Zen Project, offering yoga, meditation, and massage.
- A Woodshop of Recycled Delights workshop in our Community Garden.

Each of these events was free and open to all, encouraging community participation and interaction.

### **Admin Support**

Our weekly Admin Mornings continue to provide essential support with tasks like PIP appeals, housing support, visa applications, and medical communications. With over 60 hours of one-on-one support, we've helped many people navigate complex administrative processes.

*"It's crucial for wellbeing, to belong somewhere. I've always felt that here. People remember my name, and I'm just blown away by how welcoming it is." — Community Member*

Through these efforts, our Community Programme has become a source of vital support, connection, and belonging for Camden's residents. Looking ahead, we aim to deepen our impact, further adapting to meet evolving community needs.

## **LAUNCHING REACH OUT: EXPANDING ACCESS TO PERSONALIZED MENTAL HEALTH SUPPORT**

Throughout 2023 and early 2024, we prepared to launch Reach Out—a wellbeing alliance dedicated to providing accessible, personalized mental health support in Camden. With the Community Programme now part of Reach Out, we aim to expand our reach through a dual pathway system: community members can continue to drop in informally, or access guided referrals through Reach Out to find the most suitable activities and support options.

Officially launched in April 2024, we're excited to fully integrate our Community Programme into this network in the coming year.

## **KEY LEARNINGS AND FUTURE FOCUS**

This year, we emphasized deepening our understanding of community needs, especially with the impacts of the cost-of-living crisis. Our response has included broadening support in new areas, such as food security, practical help, and administrative assistance.

We've also seen the rise of smaller community groups, like the Garden Guardians and the Baking for Wellbeing Group, each bringing people together around shared activities and fostering a sense of belonging. Moving forward, we're committed to creating even more opportunities for people to connect, empowering them to form supportive communities of their own.

## Case Study: The Garden Guardians

*The Garden Guardians are a group of community members who meet every Friday afternoon to collectively tend to the garden. They plant and pot seeds, build and maintain structures and spend time with nature in the garden.*

### LAURA'S STORY

After coming to Likewise in 2022, Laura found the Garden Guardians after asking about ways she could volunteer. She now attends the sessions weekly as well as workshops such as the Woodshop of Recycled Delights. She has visited other community gardens in London and emphasised the value of the social element of the Garden Guardians at Likewise. Laura said that she is happy to find a place where she can give back to the community and feel useful, as she struggles finding places that can work with the needs that she has. Laura hopes to continue with the group and developing the garden space for the community.

*"Even if I find socialising extremely difficult, if it's consistently the same people then I'll get to know them anyway just from the little things that go on, and that's what I'd like to happen. I need to get to know people because I'm very isolated, and I've had a laugh here."*

### OSCAR'S STORY

Oscar first joined Likewise through being referred by his GP, and had a background in landscaping, but hadn't been able to focus on it for several decades due to difficult circumstances in his life.

He now attends Garden Guardians regularly and is a prominent member of the community, finding ways to expand the resources of the garden, talking to other community gardens and exploring how they can further develop the space.

*"The nice thing is you can come here just for a chat, you can come*

*here for a bit of company, you can come here to have some knowledge and also to participate in something. So for your mind body and soul. it's very positive as far as I'm concerned."*

**References: Camden Foodbank, Helping Local People in Crisis,  
[www.camden.foodbank.org.uk](http://www.camden.foodbank.org.uk)**

## CREATIVE THERAPIES

Our Creative Therapies program offers accessible, no-cost Dance Movement Therapy, Music Therapy, and Art Therapy to the community, available in both one-on-one and group settings. In the UK, these services are often hard to access—especially for those with limited resources—due to high costs and availability gaps. As our only formal therapeutic offering, we're proud to remove these barriers by hosting Creative Therapies free of charge in our welcoming Community Hub.

This offering is made possible through our partnerships with universities, bringing in dedicated trainee therapists on extended placements, and our new collaboration with the City Bridge Foundation, which underscores the importance of providing free therapeutic services in London. To maximize impact, we've introduced new reporting frameworks and accountability measures that help us understand and expand our reach. New "Getting to Know You" and "Ending" forms are part of this approach, helping us track client progress and refine our methods, while recognizing that such tools will never fully capture the richness of each individual's journey.

Looking ahead, we aim to expand group sessions, creating inclusive communities within our Creative Therapies program. This involves reaching out to more people and ensuring group sessions become regular, supportive spaces for connection and healing.

## WHAT WE'VE LEARNED

We're gaining insights on how to more effectively monitor the progress and impact of our Creative Therapies. Through stories shared by participants and the growth of small, supportive communities within these sessions, we're seeing the unique strengths that creative therapies bring to people's lives. These spaces foster connection and healing, and we're committed to nurturing these micro-communities, keeping the service open, accessible, and impactful for all who need it.

## Case Studies: Creative Therapies

### LIKEWISE BAND (GROUP CASE STUDY)

In 2023, community members participating in music therapy at Likewise came together to form a band, rehearsing weekly at the Likewise Hub. Guided by trainee music therapist Joe Jezard, the band performed three original songs at a local community event, delivering a ten-minute live set to an enthusiastic audience.

*"The listening and attending to each other is really what helped the performance be a success. I then saw all the members interact with other musicians present socially. To me it seemed that everyone was being met in relation to their potential and what they can offer the community musically." – Joe Jezard (Music Therapist)*

### Mark's Story

Mark joined the music therapy program after working previously with Joe. After several months of individual therapy, he joined the band, taking on the role of lead singer and primary lyricist. For Mark, the band has been a vital creative outlet and a way to connect with others, as he hopes to share their music more widely.

*"It's good, not just for me but for other individuals. Because when I work, you know I don't do things for myself, I have a focus and I do things for other people." – Mark*

### James' Story

James joined Likewise initially for art therapy, later moving on to one-on-one music therapy. Within a few months, he became the drummer of the newly formed band, creating original compositions alongside fellow community

members. Having been in a band years prior, James found joy in reconnecting with this shared creative experience, and he hopes the band will continue to grow and evolve.

*"I leave here with the thought that I've gone and done something good and I'm left feeling a lot better than I did before" – James*

## ART THERAPY (ONE-TO-ONE CASE STUDY)

### **Maeve's Story**

Maeve came to Likewise in 2023, a survivor of domestic abuse recently diagnosed with Complex Post-Traumatic Stress Disorder. She joined art therapy as a way to maintain her wellbeing while awaiting trauma therapy. Through her sessions, Maeve worked with her therapist on healthy coping strategies and creative ways to express herself, gradually reconnecting with her artistic background.

Art therapy became a safe space for Maeve to process her emotions, building a trusting relationship with her therapist who helped her navigate challenging emotional waves. Previously isolated, she was thrilled to feel safe enough to visit the Likewise Hub regularly—a significant step forward. After completing art therapy, Maeve transitioned to one-on-one support, feeling comfortable with a male support worker visiting her at home weekly—a profound milestone in her journey toward reconnecting with her community.

*"Everyone was polite and I felt safe. – I didn't feel safe anywhere [else]" – Maeve*

## **Evolving Our Approach to Measuring Impact**

**A central challenge in our work is balancing the need to demonstrate measurable outcomes with the nuanced, person-centred approach that defines our services. The push for clear, quantifiable impact often risks oversimplifying the complexity and human depth of the relationships we build with our community. Yet, we recognize the importance of measuring our impact for both internal understanding and external reporting.**

**To bridge this gap, we've dedicated the past year to developing an outcomes framework that embraces complexity while providing a clear structure for tracking progress. This framework, designed by our Research, Evaluation, and Learning Lead in collaboration with our Research and Evaluation Lead, emerged from in-depth staff interviews, existing data analysis, and a prioritization of our core objectives.**

**A unique aspect of this framework is its integration of both storytelling and selective key metrics, allowing us to capture the full, authentic impact of our work without losing the nuance of individual journeys. We believe this dual approach will help us honour both the measurable and intangible elements that define our community support.**

**In the future, we are looking to implement this framework into our regular reporting cycles. This will mean producing a version of the framework every quarter, looking at how trends have developed, in particular where we are having an impact as an organisation and where there is more work to do. The framework also helps to form a general sense of where we have impact as an organisation and how it is evidenced.**

## Organizational Themes

### Equity, Diversity, and Inclusion (EDI)

This year, discussions around equity, diversity, and inclusion (EDI) have become more prominent and focused than ever before. Conversations have naturally surfaced through incidents and team reflections, guiding us to re-evaluate our response to discrimination and work towards a truly inclusive space for our community and staff.

Where disenfranchised community members who find relationships difficult and meet the world in challenging ways they can occasionally speak or act in ways that are discriminatory, we've had to work hard to find ways of meeting and challenging this behaviour without repeating an exclusion, pushing people away or withdrawing support. The question of how we work in a person-centred way, holding acceptance and compassion, while upholding safety and wellbeing and resisting polarisation or othering people is very live.

The team has created an open environment to better understand the personal and professional impact that challenging situations, like microaggressions, can have on both community members and staff. This year, we hosted a dedicated "Discrimination in the Workplace" day, where staff and support workers joined to discuss practical approaches community support and alignment on how we meet different situations arising with clients.

This initiative has made clear that many EDI challenges we face aren't new; instead, we are building a collective, actionable approach to manage them more effectively. Our work requires a nuanced balance: we must create a welcoming space for all while also confidently challenging discriminatory behaviour. Through training days like these and ongoing upskilling of our team, we are building processes that support both accountability and growth.

## Strengthening Partnerships

In last year's learning report, we outlined our evolving approach to partnerships and our commitment to driving system-wide change. One significant shift was the creation of a dedicated team focused on our Core Teams partnership, a change that has greatly supported our staff in their work and allowed us to bring Likewise values into NHS spaces.

Our focus this year has been on maintaining our unique identity while working within the health and care system—a balance between complete independence and full integration. As we prepare for the launch of the Reach Out partnership, we are optimistic about the impact we can achieve by weaving our values into these collaborations. For many team members, Reach Out has moved from a concept to a tangible, impactful initiative, and we look forward to learning from the synergy of Core Teams and Reach Out working in parallel.

Our work with other organizations has shown that we can significantly expand our impact on both people and the broader system. The Core Teams project, for example, has allowed us to bridge the clinical and non-clinical worlds, bringing the strengths of both into collaborative settings. Meanwhile, the single point of access through Reach Out will transform how people connect with a range of services in Camden, setting a new standard for the borough. Sharing our insights and learnings from this partnership will be a priority in the coming year, as we continue to push for innovative, person-centred support systems.

*"We work with people who want to receive medical support, there's a massive benefit in plugging them into multi-disciplinary working. I had a client who needed input from a psychiatrist, my support would not have been as valuable if we were not in the NHS partnership" – Core Team Support Worker*

# Likewise Community

Report of the Board of Trustees *continued*

**For the Year Ended 31 March 2024**

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The trustees present the financial statements of the charitable company for the year ended 31 March 2024.

The trustees have complied with the duty to have due regard to guidance issued by the Charity Commission.

## LEGAL AND ADMINISTRATIVE INFORMATION

**Charity name** Likewise Community (formerly Holy Cross Centre Trust)

**Charity registration number** 1109639

**Company registration number** 05436062

**Registered office** 8 Fairhazel Gardens, London NW6 3SG

**Office address** 8 Fairhazel Gardens, London NW6 3SG

**Telephone/email** 020 7278 4437/ Hugo.Reggiani@likewise.org.uk

### Trustees (Directors)

Hilary Wendt	Chair
Emily Graham	Resigned 1st April 2022
Lisa Clarke	Appointed 2nd April'2020
Katherine Beeching	Appointed 2nd April'2020
Wood Jennifer	Appointed 11th July 2022
Vaceva Hristina	Appointed 11th July 2022
Mattanza Letizia	Appointed 11th July 2022
Hacke Matthew	Appointed 11th July 2022

### Co - Officers

Matt Shepheard  
Hugo Reggiani

**Independent Examiner** Harry Nicolaou FCA  
Of Harry Nicolaou & Co Limited  
Chartered Accountants  
21 Brendon Way, Enfield EN1 2LF

**Bankers:** HSBC plc, 31 Euston Road, London NW1 2ST

**Solicitors:** Bates, Wells and Braithwaite  
Cheapside House  
138 Cheapside  
London EC2V 6BB

# Likewise Community

Report of the Board of Trustees *continued*

**For the Year Ended 31 March 2024**

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## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing document**

The organisation is a charitable company limited by guarantee, incorporated on 26 April 2005 and registered as a charity on 24 May 2005. The company was established under a Memorandum of Association which defined its objects and powers. It is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1 per member.

### **Recruitment, selection, induction and training of trustees**

The charity trustees (under charity law) are also the directors of the company for the purposes of company law.

The Charity has detailed policies for the recruitment, selection, induction and training of our Trustees.

Contained within the Trustee Handbook are the Likewise Community Codes of Conduct and all policies relating to Trusteeship of the Trust.

Guidance is provided on:

- Introducing the Role of Trusteeship with clearly defined concepts relating to Likewise Community
- A guide to *good* Trusteeship
- A clear model for Trustee Codes of conduct
- Clearly stated rights and responsibilities

The trustees who served in the year were as follows:

Hilary Wendt	Hristina Vaceva
Lisa Clarke	Letizia Mattaza
Katherine Beeching	Matthew Hacke
Jennifer Wood	

### **Risk management**

The major risks to which the charity is exposed, as identified by the trustees, have been reviewed, and systems or procedures have been established to manage those risks. We continue to invest in our people and are confident in the team we have established.

### **Organisational structure**

The charity is administered by a board of a minimum of three trustees who meet on alternate months. The Trustees are responsible for the strategic policy and direction of the charity. A chief officer or Co - officers are appointed by the trustees to manage the day to day operations of the charity and is assisted by the staff of the charity.

Likewise Community continues to hold volunteering at the centre of its operations. The value of services provided by the 50 volunteers of the charity is not included in these accounts.

### **OBJECTIVES**

The objects of the charity are:

- (a) To relieve need, hardship and distress among people of the Greater London area (hereinafter called "the area").
- (b) To relieve the needs of elderly people living in the area.
- (c) To promote the better care, upbringing and education of children living in the area, and in particular those under the age of five.

The charity has focused its energies and resources on objective (a) since its inception, working with a range of socially excluded people for whom there is no or insufficient provision in the area.

# Likewise Community

Report of the Board of Trustees *continued*

**For the Year Ended 31 March 2024**

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## FINANCIAL REVIEW AND RESERVES POLICY

Given forecast deficits in upcoming years as the charity navigates an uncertain funding environment, the trustees felt it prudent to retain a level of reserves that can allow for navigating this period and therefore maintenance of our vital services. While the charity invests in fundraising and diversifying income, trustees anticipate needing to allocate reserves to sustain some services and navigate rising expenditure and the pressure on staff salaries.

At 31 March 2024 the Charity has free reserves of £781,684 (2023 £610,595).

Our reserves at 31 March 2024 stand at 10.27 months operating expenditure (2023 8.04 months).

This report has been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Approved by the Board on 28 November 2024 and signed on its behalf by:

Matthew Hacke  
Trustee



# Independent Examiner's report to the Trustees of the Likewise Community

I report on the accounts of the company for the year ended 31 March 2024 set out on pages 33 to 43.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011 and regulations made under section 154 of that Act. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

## Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of The Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

## Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

## Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Harry Nicolaou FCA  
Of Harry Nicolaou and Co Limited  
Chartered Accountants  
21 Brendon Way,  
Enfield,  
EN1 2LF

4 Decembre 2024

# Likewise Community

## Statement of Financial Activities (including Income and Expenditure Account)

For the Year Ended 31 March 2024

	Note	Unrestricted funds	Restricted funds	Total	Total
		£	£	2024	2023
		£	£	£	£
<b>INCOME from:</b>					
Charitable activities:					
Grants	2	-	122,259	122,259	182,000
Contracts	3	829,815	-	829,815	799,149
Other income		21,396	-	21,396	9,957
<b>Total income</b>		<b>851,211</b>	<b>122,259</b>	<b>973,470</b>	<b>991,106</b>
<b>EXPENDITURE on:</b>					
Charitable activities:					
Learning Programme		-	-	-	51,527
NHS Core team		423,184	-	423,184	329,643
Resilience Network Alliance		223,294	-	223,294	239,767
NL - Community Cost of Living project		-	46,764	46,764	-
Community Support Services (Floating Support & Community Programme)		86,804	85,616	172,420	241,521
Rough Sleepers Project		34,198	-	34,198	35,252
Governance costs		13,602	-	13,602	14,121
<b>Total expenditure</b>	4	<b>781,082</b>	<b>132,380</b>	<b>913,462</b>	<b>911,831</b>
<b>Net income</b>	5	<b>70,129</b>	<b>(10,121)</b>	<b>60,008</b>	<b>79,275</b>
Transfers between funds	13	100,000	(100,000)	-	-
<b>Net movement in funds</b>		<b>170,129</b>	<b>(110,121)</b>	<b>60,008</b>	<b>79,275</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		621,600	152,913	774,513	695,238
<b>Total funds carried forward</b>	13	<b>791,729</b>	<b>42,792</b>	<b>834,521</b>	<b>774,513</b>

# Likewise Community

## Balance Sheet

Company No. 05436062

As at 31 March 2024

	Note	2024 £	2023 £
<b>Fixed assets</b>			
Tangible assets	8	10,045	11,005
		<u>          </u>	<u>          </u>
<b>Current assets</b>			
Debtors	9	66,545	116,170
Cash at bank and in hand		846,786	719,472
		<u>          </u>	<u>          </u>
		<b>913,331</b>	<b>835,642</b>
<b>Creditors: Amounts falling due within one year</b>	10	<b>(88,855)</b>	<b>(72,134)</b>
		<u>          </u>	<u>          </u>
<b>Net current assets</b>		<b>824,476</b>	<b>763,508</b>
		<u>          </u>	<u>          </u>
<b>Net assets</b>	12	<b>834,521</b>	<b>774,513</b>
		<u>          </u>	<u>          </u>
		<u>          </u>	<u>          </u>
Unrestricted funds		791,729	621,600
Restricted funds		42,792	152,913
		<u>          </u>	<u>          </u>
<b>Total funds</b>	13	<b>834,521</b>	<b>774,513</b>
		<u>          </u>	<u>          </u>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that members have not required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Approved by the Board on .....28 November 2024..... and signed on its behalf by:

Matthew Hacke  
Trustee



# Likewise Community

## Statement of Cash Flows

As at 31 March 2024

	2024	2023
	£	£
<b>Cash flow from operating activities</b>		
Net income/ for the year	60,008	79,275
Depreciation of tangible fixed assets	3,348	3,668
Decrease/(Increase) in debtors	49,625	209,349
Increase/(decrease) in creditors	16,721	(26,196)
<b>Net cash flow from operating activities</b>	<b>129,702</b>	<b>266,096</b>
<b>Cash flow from investing activities</b>		
Payments to acquire tangible fixed assets	(2,388)	(3,558)
<b>Net cash flow from investing activities</b>	<b>(2,388)</b>	<b>(3,558)</b>
Net increase/(decrease) in cash and cash equivalents	<b>127,314</b>	<b>262,538</b>
Cash and cash equivalents at 1 April 2023	719,472	456,934
Cash and cash equivalents at 31 March 2024	<b>846,786</b>	<b>719,472</b>

# Likewise Community

## Notes to the Accounts

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### 1. Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year.

#### **Basis of accounting**

The accounts (financial statements) have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The accounts have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for twelve months from authorising these accounts and have decided that the charity is able to continue as a going concern.

#### **Income recognition**

All income is recognised once the charity has entitlement to the income, there is sufficient certainty of receipt and so it is probable that the income will be received, and the amount of income receivable can be measured reliably.

#### **Expenditure recognition**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on the accruals basis and is inclusive of VAT.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. Costs are allocated to activities on the basis of percentages derived from the budget.

Governance costs, which are included in charitable expenditure, include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

#### **Fund accounting**

Unrestricted funds are grants, contracts, fees and other incoming resources receivable for the objects of the charity without further specified purpose and are available as general funds.

Restricted funds are grants and other incoming resources which are to be used for specific purposes as specified by the donor. Expenditure which meets this criteria is charged to the fund.

Designated funds are funds set aside out of unrestricted general funds by the trustees for specific future purposes or projects.

#### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

#### **Creditors**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

# Likewise Community

## Notes to the Accounts

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### **Accounting policies *continued***

#### **Fixed assets**

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is provided on all tangible fixed assets at 25% of net book value per annum, a rate calculated to write off the cost of each asset, less its estimated residual value, over the useful economic life of that asset.

#### **Operating leases**

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

#### **Pension costs**

The charity contributes to a workplace pension scheme. Pension costs are charged to the SOFA as incurred.

*Continued*

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2024

	Unrestricted	Restricted	Total	Total
			2024	2023
	£	£	£	£
<b>2. Grants</b>				
Lankelly Chase Foundation	-	-	-	-
The National Lottery Community Fund	-	104,645	104,645	75,000
Tudor Trust Fund	-	-	-	-
Covid Support Grants	-	-	-	-
Lloyds Bank Foundation	-	-	-	-
LBC- Community Infrastructure Levy Fund	-	-	-	90,000
- Community Impact Resilience Fund	-	15,614	15,614	15,000
D'Oyle Carte Charitable Trust	-	2,000	2,000	2,000
	<b>-</b>	<b>122,259</b>	<b>122,259</b>	<b>182,000</b>
<b>3. Contracts</b>				
	£	£	£	£
C&I NHS Foundation Trust: Core teams	488,746	-	488,746	439,704
:Community Programme	-	-	-	-
Mind In Camden: Community Impact Fund	-	-	-	-
Floating support service	87,454	-	87,454	91,328
CNHS- Rough Sleepers project	35,647	-	35,647	-
CDAT NHS contract	-	-	-	50,149
The Resilience Network Alliance	217,968	-	217,968	217,968
	<b>829,815</b>	<b>-</b>	<b>829,815</b>	<b>799,149</b>

Continued

# Likewise Community

For the Year Ended 31 March 2024

## 4. Total expenditure

	Learning Programme	NHS Core Teams	Resilience Network Alliance	CCLF Project	Floating Support	Community Programme	Rough Sleepers Project	Governance costs	Total 2024	Total 2023
	£	£	£	£	£	£	£	£	£	£
<p>Costs are allocated to activities directly where possible and on percentages based on headcount for those costs which could not be allocated directly.</p>										
Salaries (Note 6)	-	368,341	193,616	40,620	119,101	24,538	29,476	7,384	783,076	778,784
Other staffing costs	-	4,265	1,745	-	1,286	698	318	257	8,569	11,715
Accommodation costs	-	16,347	6,952	843	4,990	2,788	1,260	494	33,674	32,976
Insurance	-	2,862	1,241	50	875	408	474	-	5,910	5,257
Independent examination fee	-	-	-	-	-	-	-	4,000	4,000	4,500
Consultancy, legal and professional fees	-	9,875	5,057	780	3,536	3,725	1,110	624	24,707	19,984
Office and other costs	-	19,804	13,980	4,471	4,470	5,177	1,433	843	50,178	54,947
Depreciation	-	1,690	703	-	546	282	127	-	3,348	3,668
	-	<b>423,184</b>	<b>223,294</b>	<b>46,764</b>	<b>134,804</b>	<b>37,616</b>	<b>34,198</b>	<b>13,602</b>	<b>913,462</b>	<b>911,831</b>

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2024

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### 5. Net incoming/outgoing resources for the year

	2024	2023
	£	£
This is stated after charging:		
Depreciation	3,348	3,668
Independent examination fees	<u>4,000</u>	<u>4,500</u>

### 6. Staff costs

	2024	2023
	£	£
Wages and salaries	688,240	670,625
Social security costs	56,292	61,346
Pension costs	38,544	46,813
	<u><b>783,076</b></u>	<u><b>778,784</b></u>

No employee received emoluments of more than £60,000.

The average number of employees during the period was:

	2024	2023
	No.	No.
Staff employed on permanent contracts	35	37
Staff employed on zero-hours contracts	2	4
	<u><b>37</b></u>	<u><b>41</b></u>

### 7. Trustee remuneration

No remuneration was paid to the trustees in their capacity as trustees and no expenses were reimbursed to them (2023 £Nil).

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2024

### 8. Tangible fixed assets

	IT/Computer equipment £	Other equipment £	Furniture and fixtures £	Total £
<b>Cost</b>				
At 1 April 2023	43,733	47,297	47,772	138,802
Additions	2,208	-	180	2,388
<b>At 31 March 2024</b>	<b>45,941</b>	<b>47,297</b>	<b>47,952</b>	<b>141,190</b>
<b>Depreciation</b>				
At 1 April 2023	39,357	46,953	41,487	127,797
Charge for the year	1,646	86	1,616	3,348
<b>At 31 March 2024</b>	<b>41,003</b>	<b>47,039</b>	<b>43,103</b>	<b>131,145</b>
<b>Net book value</b>				
<b>At 31 March 2024</b>	<b>4,938</b>	<b>258</b>	<b>4,849</b>	<b>10,045</b>
<i>Net book value</i>				
<i>At 1 April 2023</i>	<i>4,376</i>	<i>344</i>	<i>6,285</i>	<i>11,005</i>

### 9. Debtors

	2024 £	2023 £
Fees receivable	6,565	12,119
Other debtors	45,523	90,292
Prepayments	14,457	13,759
	<b>66,545</b>	<b>116,170</b>

### 10. Creditors: amounts falling due within one year

	2024 £	2023 £
Deferred income (note 11)	39,073	12,100
Other creditors and accruals	49,783	60,034
	<b>88,856</b>	<b>72,134</b>

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2024

<b>11. Deferred income</b>	<b>£</b>
Balance at 1 April 2023	12,100
Amount released to incoming resources	(12,100)
Amount deferred in year	39,073
<b>Balance at 31 March 2024</b>	<b>39,073</b>

Deferred income represents grant and contract income received in advance.

### 12. Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total funds 2024 £
Tangible fixed assets	10,045	-	10,045
Current assets	835,610	77,721	913,331
Current liabilities	(53,926)	(34,929)	(88,855)
<b>Net assets at 31 March 2024</b>	<b>791,729</b>	<b>42,792</b>	<b>834,521</b>

### 13. Movement in funds

	At 1 April 2023 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 March 2024 £
<b>Unrestricted funds</b>					
General funds	621,600	851,211	(781,082)	100,000	791,729
	<b>621,600</b>	<b>851,211</b>	<b>(781,082)</b>	<b>100,000</b>	<b>791,729</b>
<b>Restricted funds</b>					
National Lottery: Community Support Services	152,913	104,645	(114,766)	(100,000)	42,792
LBC - Community Support Infrastructure, Resilience & Garden Funds	-	15,614	(15,614)	-	-
D'Oyle Carte Charitable Trust-Garden	-	2,000	(2,000)	-	-
<b>Total restricted funds</b>	<b>152,913</b>	<b>122,259</b>	<b>(132,380)</b>	<b>(100,000)</b>	<b>42,792</b>
<b>Total funds</b>	<b>774,513</b>	<b>973,470</b>	<b>(913,462)</b>	<b>-</b>	<b>834,521</b>

#### Purposes of restricted funds

- *Community Support Services fund: to deliver high quality, deeply person-centred community care; to influence the social care sector through sharing learning; to explore community ownership; costs towards a Pod Leader to deliver person-centred community care; to deliver social care and mental health services through the Pod Model, weaving one-to-one support, social work training and community activity into one.*
- *Individual grants for the relief of poverty fund: to distribute grants raised for that purpose to individual clients of the St Pancras Refugee Centre.*

### 14. Related Party Transactions

No related party transactions took place during the year.

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2024

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### 15. Commitments

#### Operating lease commitments

The total of future minimum lease payments under non-cancellable operating leases at 31 March 2024 are as follows:

	2024	2023
	£	£
Not later than one year	1,214	828
Later than one year but less than five years	1,720	-
	<u>2,934</u>	<u>828</u>

### 16. Pension costs

The employer's contribution is 8% of the salaries of eligible staff who were on appointed on or before March 2022. For eligible employees appointed on or after 1 April 2022 the employer's contribution rate is 5%. The contribution is paid into a workplace pension scheme.

Pension costs amounted to £38,544 (2023 £46,813).

**Likewise Community**

England & Wales - Charity number 1109639

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# Accounts

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**Company No. 05436062**  
**Charity No. 1109639**

**Likewise Community**

**Report & Accounts**

**For the Year Ended 31 March 2023**

**8 Fairhazel Gardens**  
**London**  
**NW6 3SG**

**Likewise**

**TRUSTEE  
REPORT 2023**

Funded by



Camden

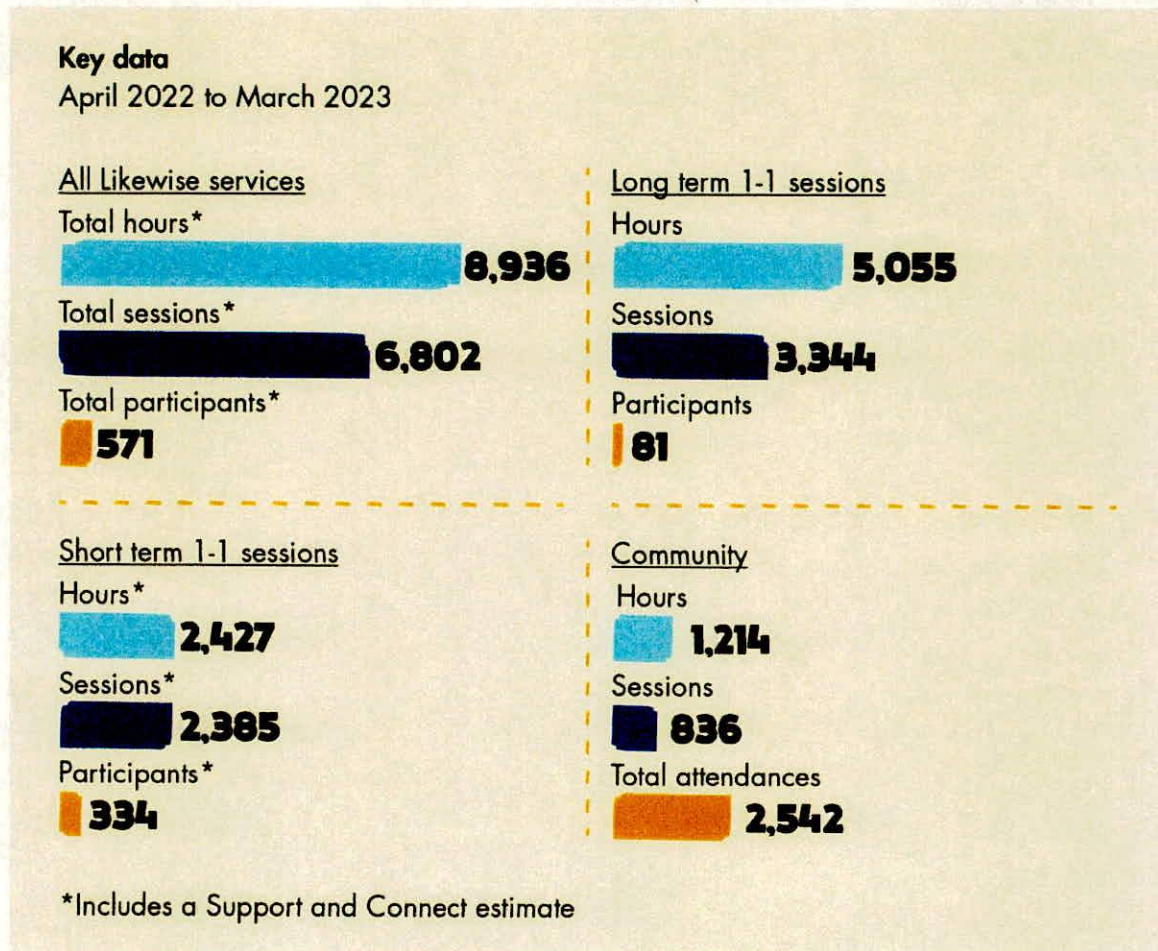


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## Introduction

### EXECUTIVE SUMMARY



This year our work at Likewise has grown and developed in several ways, notably:

- In our partnerships with the NHS, Camden Council and other local organisations.
- The continued development of our community wellbeing hub.
- The development of a community garden space.
- In our work to influence the wider system of health and social care in Camden.
- In renewing and growing our staff team post-pandemic.

The headlines of our impact as an organization are:

- We have been able to support and uphold the wellbeing of those we have worked with in our one-to-one work.
- Our community programme has expanded, reaching more people, and diversifying the routes to engagement through the garden, providing a space for belonging and connection.
- We have been able to influence more parts of the social care system in Camden, with our Research, Learning and Evaluation lead taking a strategic position in the Core Teams and our collaborative work with other professionals becoming more central. These interactions are seeing us bring our values and way of working into contact with the broader system.

## OUR APPROACH TO COMPLEXITY AND IMPACT

At Likewise we are committed to complexity in all its forms, people are complex, as are their lives and the systems they are part of. We try to navigate with and bring this complexity into our work. This influences how we think about and share our impact as an organisation, as well as setting us apart from how other organisations in the sector work.

We align our work with the Human Learning Systems approach which considers complexity as describing the “processes by which the outcomes we care about are made (outcomes such as improved wellbeing for people, or having a job). If we fail to understand and embrace complexity, we will not be able to create the outcomes we seek” (Human Learning Systems, 2023).

In its most simple form, this looks like working with people, not targets. We try to avoid pre-determined KPIs such as ‘supporting x people into employment’, we work with people flexibly and support them on the intricacies of their own journey. This entails working to the needs of community and not pre-defining what success looks like as this can change from week to week. Success is not linear, and impact is difficult to precisely claim in a world where a person interacts with so many different systems which all have an influence on a person’s outcomes.

This means that whilst we have measures to get a sense of the impact our work has had on a person, we don't set specific goals and targets around these. Instead, we observe and learn from what we're seeing and what it says about the support we're providing. We try to work with complexity by capturing and reporting with as much flexibility as possible, prioritising the reported experience of staff and clients in the work.

## OUR WAY OF WORKING

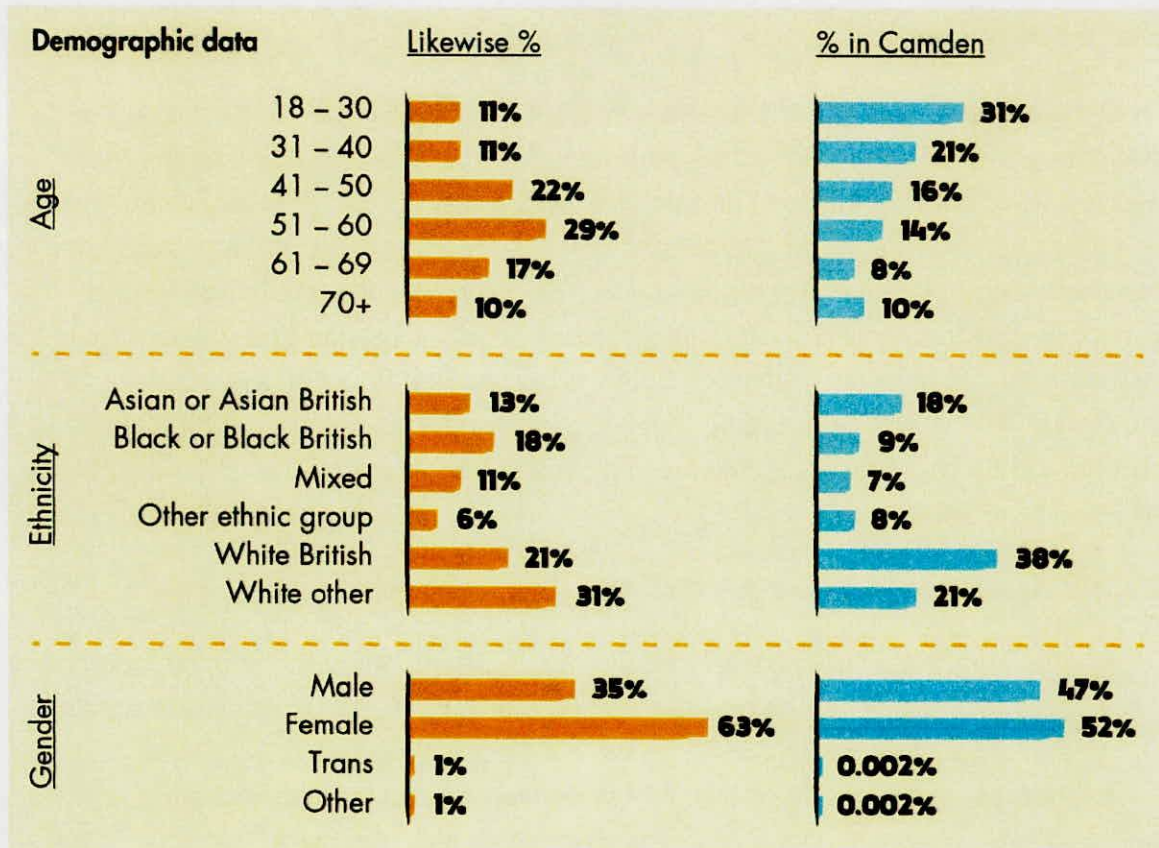
As well as foregrounding the complex realities of life, our model of person-centred and "relationship first" work is also essential to our beliefs about change, who we are as an organisation and what we do. This manifests in our work in a number of ways:

- We work with people in their fullness. This includes working with people who may have been denied access to, or not been able to fit within, other services. Rather than focusing on a person's problems or diagnosis, we work with the person themselves as a mutual partner as much as possible. This enables person-to-person working and supports those who work with us to feel that their strengths, flaws, and challenges are valued in the same way ours are.
- All of our work stems from the person, we hold meeting people wherever they are as being at the root of our support. This means that however someone feels or is presenting we try and support them as they are. This means our support is adaptable to the people we work with and can flex around their specific set of circumstances.
- All of our relationships with the people we work with are underlined by authenticity. We prioritise truly getting to know the people we work with and bringing our authentic selves into these relationships.

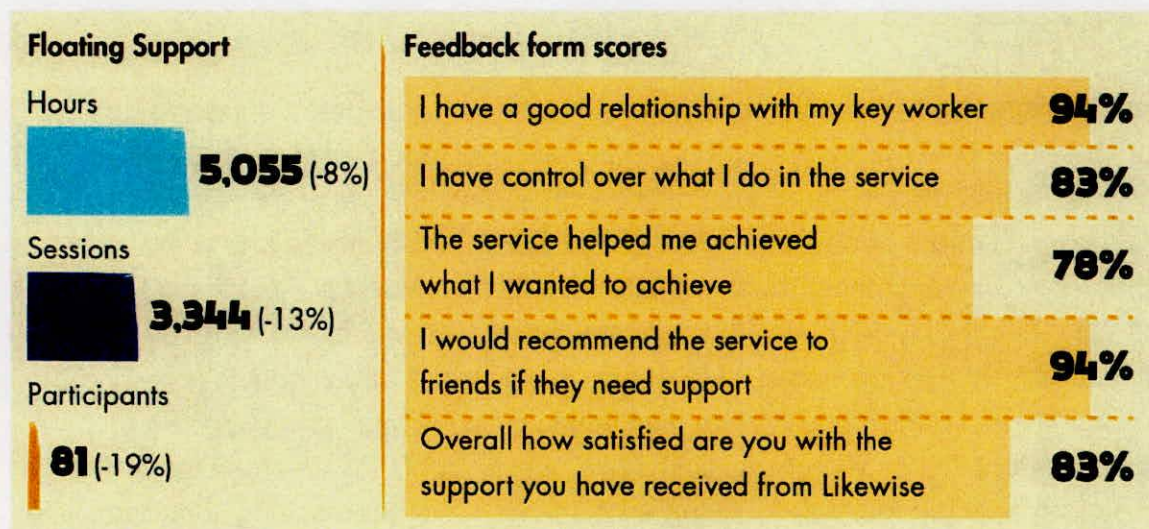
Values like these support us to create a service which is focused on the needs of our community, provides moments of belonging and connections and engages with the community in its fullness.

## Service rundown

Our demographics show that whilst we work with a diverse group of people, the composition of our community looks slightly different from that of the broader community in Camden. Our community contains more people aged between 40 and 70, as well as more people from the Black or Black British, mixed and white other ethnic groups. Our community also proportionally has more self-identifying women than the rest of Camden. All of this is to say that our community to some degree stems from the need we serve. One of the main focuses of our work is providing belonging and combatting isolation, something which is proportionally more of a challenge for older communities (Camden Council, 2022). As an organisation, our diversity meets our measure of 'good enough', we have been putting conscious work this year into making the hub as welcoming as a space of possible, so we hope to continue to engage with the diversity of Camden.



## LONG-TERM ONE-TO-ONE



Our long-term one-to-one support consists of our Floating Support service, which provides flexible, person centred, emotional and practical support to the community, charged at an hourly rate.

Over the last year, we paused referrals into our Floating Support service to allow the staff team to work more sustainably with their current caseload. This means that we've worked with slightly less people and have a waiting list. The service continues as a flagship of our "humans alongside humans", "relationship first" approach, that centres acceptance, learning together and belonging. Our key challenge for this service is how to maintain a highly flexible and adaptive service that meets people in all their complexity, while managing both the human and financial sustainability of the model. The level of resourcing that is currently needed, mean that the service is part funded by charging an hourly fee. This fee covers around 60% of the cost of delivering the service.

Our sustainability enquiry centres on:

- The contractual boundaries and working agreements of the service, such as introducing a minimum hourly commitment from clients, limits to contact and support that happens outside of the contracted time.
- Increasing the hourly charge for the service, in part by demonstrating how we prevent hospitalisations or pressure on other NHS services.
- Seeking new grant funding as current funding agreements come to an end.

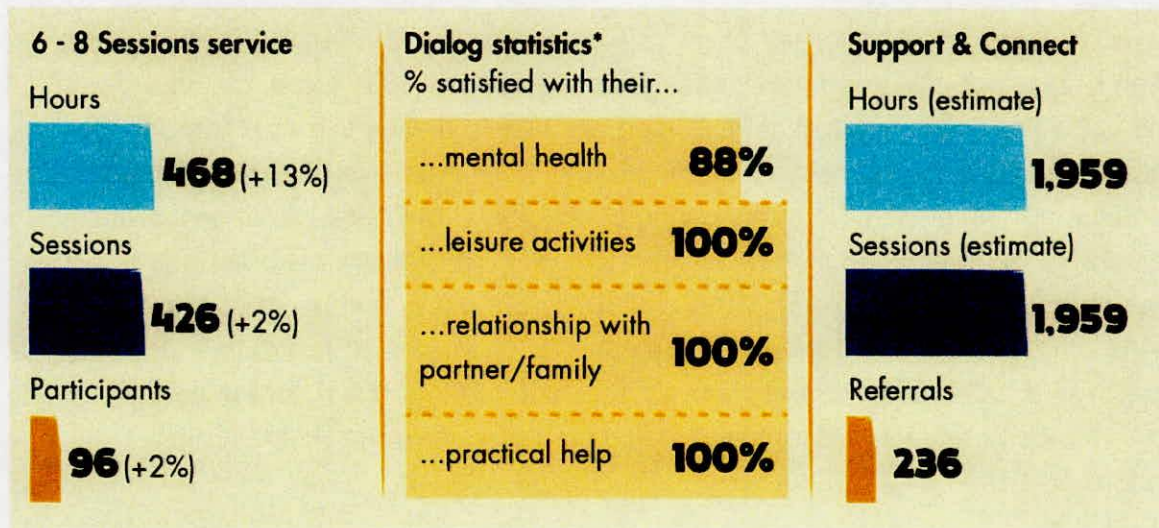
We're very proud of the Floating Support service in supporting people, preventing hospitalisations and crisis, and working with the complexity of peoples' lives. We know from talking to the community and staff, the provision of long-term, flexible, and affordable support is a vital offering. Many have referred to the consistent presence of floating support in their life and how positive and stabilising that is.

*"The support I receive has been so helpful and has kept me out of hospital" – Community member*

Our feedback form shows some of the impact we're having, we are supporting people relationally, which is helping to build a good relationship with people and give them control over what they want to do. Ultimately, people are achieving what they want to achieve and are satisfied with the support they have received.

*"Every time I meet with Likewise, I leave my session feeling refreshed" – Community member*

## SHORT-TERM ONE-TO-ONE



At Likewise, we offer two types of short-term one-to-one support:

- The 6-8 Service, offers up to 8 sessions with one of our support workers. The service forms part of our work within the Camden Mental Health Resilience

Alliance (RN Alliance) with other voluntary community sector (VCS) organisations in Camden, commissioned by Camden Council.

- The Support & Connect Service, this service consists of up to 12 hours of support with one of our support workers. The service is commissioned by the NHS alongside other VCS organisations as part of the Community Mental Health Core Teams.

Both services work flexibly with our community in Camden to support them in whatever they would like from the sessions. The client sets the agenda of what they want to work on in the sessions and our wellbeing support workers figure out the extent to which they can provide support or provide a warm introduction to another service within or beyond Likewise. This means sessions can cover practical projects such as sorting out benefits, or emotional support such as a space to talk about their feelings. These services are an asset for the borough as the support is person-centred, supporting people to reach personalised goals or work through challenges they haven't previously been able to address. This means the support can adapt to unique circumstances and be a strong presence in people's lives, ultimately supporting wellbeing as seen in our Dialog scores.

*"Support almost always starts off directional, with a clear practical need, but it becomes a gateway into building a relationship" – Support worker*

The 6-8 service has seen growth this year in terms of hours, sessions, and participants. This is a result of increased capacity to deliver the work through staffing numbers and our Alliance work starting to pay dividends. We have begun training and supporting placement support workers to deliver 6-8 sessions, thus increasing our capacity. In addition to this, our partners within the Alliance are actively supporting us to source referrals by promoting our offers and we are doing the same. This is reflected in the fact that we are now seeing increased referrals and we have a waiting list. Ultimately, we are more established than ever as a central partner within the Camden mental health system, which means we're more likely to receive referrals.

Our Dialog scores show that we are able to support people to stabilise or improve their wellbeing in a number of areas. This includes relationships, satisfaction with their own mental health, and satisfaction with the practical help they are receiving. Indeed, this is consistent with the areas of support staff have discussed providing, which will be detailed in our learnings.

We are learning a great deal within our short-term one-to-one work. The increase in referrals demonstrates the pressures on the whole system as a response to the context the residents of Camden are living in. The re-opening of services after the pandemic is one explanation for additional pressure on the 6-8 offer. Additionally, we are seeing the effects of the cost-of-living crisis on the mental health and wellbeing of the people we work with, again contributing to demand. We are also learning about our clients' needs. This year we have seen housing, benefits, and cost of living support be major factors in the practical support provided, as well as the need for emotional support around these issues. We're also learning more about how to do partnership working whilst retaining our identity values. This means working within different organisational cultures but still bringing the features of our own. This is challenging, and we've learnt that to enable staff to do this, there needs to be intentional support and space for reflection embedded into our own processes.

### Case study: Hannah

Hannah is 51 and has lived in Camden for all her life, she even remembers seeing our hub in Swiss Cottage during her childhood. When we started working with Hannah, we explored what we want to work on together. She quickly identified a particular task, one she had been putting off since she was 19. She wanted to go through some paperwork concerning her past, this is something she has struggled with as she has found it distressing. However, since working with Likewise, she's been able to make progress on this in a way she hadn't before. She credits the work she's done with her support worker for this. She highlighted how her support worker was able to be empathetic, patient, and consistent when they were working on the paperwork. This comfort is what she sees as allowing her to make progress on her files. Hannah believes that Likewise has had a really positive impact on her life. We have been able to work flexibly on what is important to her and support her to make new progress in her life. We are continuing to support Hannah with going through the files, with her commenting on how strong her relationship with her key worker is.

*"I've allowed myself to be more comfortable with [my support worker], normally I would have given up by now. I feel like I can face difficult things even though I know it can be painful."*

### LEARNING PROGRAMME

**43** People on a working and learning placement

**2,868** Days of placement support worker time

The learning programme sees Likewise hosting students on long-term university placements who carry out both one-to-one and community work. This programme is integral to our delivery of services and the amount of placement support worker time available in the last year demonstrates this. Placement support workers keep our services resourced and operating at the level of quality we want and in exchange we

offer real-life, front-line experience working with a diverse client group, with a tailored support system and access to training and leadership opportunities.

Over the last year, with the support of the Learning Programme Lead we have seen several changes, such as:

- The structure of placement support worker journeys has been updated. This has involved students joining in cohorts rather than individually and having a structured training programme for the first period of their placement. A regular peer space has been established for placements support workers to reflect on their experiences in the work and grapple with our organisational values. This reinforces support amongst group and learning about the way we work.
- We have redeveloped our supervision practices this past year, which sees a member of staff create an hourly space for a placement support worker to reflect on their work and role at Likewise. All these changes have supported us in strengthening the learning journey of the placement students with us. Growing their learning outcomes from their time at Likewise and their skills, as well as enabling them to deliver higher quality support with people in our one-to-one and community services.

This year, all students who have completed their placements have reported feeling 'up- skilled' in all areas we measure. This includes emotional intelligence, working with physical and mental health challenges, as well as working with the values and culture central to our work. These experiences support the personal and professional lives of our students, many have commented on how the lessons they've learnt on placement will be taken with them as they move into the professional world.

There is also co-learning that stems from our Learning Programme for the people we work with. Our placement support workers are usually with us for a maximum of 9 months, this means these are short term relationships between placement workers and clients. In practice, this has meant a lot of learning for our community around working with and navigating change. Whilst this can be challenging, we have been able to support with this process, as new placement support workers join, replacing those who have finished their placements. This meeting change has been a useful way for our clients to work with complicated feelings and form new relationships.

The aspect of the Learning Programme we are most proud of this year is the leadership opportunities we have been able to offer, in particular the fact that a

number of placement support workers have gone on to take part time work with us. We've seen placement support workers step into leadership within certain parts of our work such as community development and our garden working group.

This experience has put them in a position of being to take on more responsibility within the community-facing work and lead and hold their own relationships within our 6-8 service. It's exciting for us that we have been able to create a learning journey that has seen team members progress from placement students to being a member of staff holding relationships within our services.

## COMMUNITY

<b>1,214</b>	Hours (+10%)
<b>836</b>	Sessions (+17%)
<b>2,542</b>	Total attendances (+20%)

Our community hub offers a range of activities and events to support wellbeing through connection, relationship, and a place where people can come and feel safe to be themselves. Over the last year we have offered a diverse programme that allows community members to participate and connect on their own terms, supported by placement students, volunteers and staff team.

For example, we have offered:

- Baking for Wellbeing sessions, where an experienced baker leads community members in sessions learning to cook different savoury and sweet treats.
- Community Café, a supported open session where community members can enjoy tea, biscuits and socialising, focussing on belonging, connection and building relationships.
- Culture Trips, opportunities to get out and about as a group to visit different museums, galleries, gardens, etc, within London for community members.

- Davi's Creative Colouring, a space for community members to try their hand at creative expression, led by one of our community members.

We offer activities like these:

- To support belonging, connection, and community, where people feel accepted and safe to be themselves.
- To provide an inclusive place for our community to be their authentic self, free from judgement. This means meeting people wherever they are, through good days and bad.
- To provide opportunities to learn new skills, through being in the hub community members can learn new skills that they can bring home and into their own lives.
- To support the voice, participation, and leadership of community members.

Our community offer provides a range of avenues for our members to learn, grow and experience. This regular engagement with people (some of whom have been coming to the building for over 20 years) can be a hugely important presence and stabilising factor. The criteria for someone to join activities at the hub is that they are looking for connection and emotional wellbeing, our offer is actively targeted at supporting these two aspects.

For instance, the regular community café sessions have proven to be a helpful space for staff and client learnings. This space is one of the liveliest and well attended sessions we hold. The open-ended nature of it means that community members and staff often hold learning conversations with each other, be that around setting boundaries or exploring emotions. One recurring theme here is around changes in the space and within the community programme and how these affect long standing members. We actively grapple with issues like these during the sessions, supporting learning, self-discovery, as well as simply trying ideas out.

Through support we received from local councillor, Nayra Bello O'Shanahan, we received a grant from the Community Infrastructure Levy Fund to support the ongoing journey and evolution of the community hub from "referral only" mental health day centre to an open community wellbeing hub.

This grant has helped us diversify our offer and attendance, seeing growth in the number of sessions offered, hours of delivery and participants. Most notably, total

attendances are up by 20% meaning that community activities are being attended by more people and more

frequently. Overall, this means we can bring the benefits of the community programme to a greater number of people, supporting wellbeing and connection in the community. This also means that we've been able to form stronger connections with our regular community members, as we see them more often, allowing us to have more learning and support conversations.

An essential part of our community programme is providing a space for belonging, non-judgement, and acceptance as an antidote to social exclusion, isolation, and loneliness. Putting relationships first, meeting people where they are at, and letting people know they are welcome as they are helps to co-create the space.

We have been approaching coproduction within the community programme through hosting regular community conversations sessions where we provide updates on things happening in the programme and take on board members' thoughts on different subjects, we're making decisions about within the community. This has resulted in our strategic thinking within the community programme being able to be more rooted in the thoughts and feelings of community members. This means that we can recognise and support member's needs as they appear in the space and implement them into how we think. Whilst we're learning about the needs and thoughts of our community, there are challenges present in terms of change and how that impacts on long-standing community members.

For instance, we recently created a set of belonging principles that capture how we uphold mutuality and inclusivity in the space. This covered topics such as how we hope to treat each other and the values we bring in the community space (both community members and staff). Engagement with this was positive, although a part of this work was engaging with fears around the principles voiced by some long-standing community members. With our coproduction we must be conscious of these fears and put work into acknowledging them, while supporting members to build trust and experiment with changes.

*"I love the group activities. There is a good variety of activities, things that you can enjoy doing." – Community member*

The aesthetics, look and feel of our community hub has had attention this year, in support of continuing to create a place of wellbeing belonging and connection. The inside of the building has been repainted and new furniture has been installed. In addition to this we have added new activities in our garden and in our hub, such as Yoga, and book club.

The ongoing diversification of our community programme is supported by partnership working. In 2022/23 we worked with:

- Garden of Earthly Delights to develop our community garden and offer woodworking sessions.
- Feast to bring community members together over a meal.
- The Zen Bus to offer 6, full day long-events centred on wellbeing and mindfulness.

The impact of this has been:

- Reaching more members of the community through creating all-day events with attract more people and tapping into other organisation's attendees, growing our reach and impact.
- Expanding our offering in terms of developing hard skills by tapping into the expertise of the organisations around us, meaning that those who attend our sessions are taking more away from them.
- Greater connections with similar organisations within the sector, enabling future joint sessions and allowing us to work collaboratively on our group offerings. This means ultimately, we will be able to meet the needs of a greater amount of people.

*"The community Christmas party stands out to me, it was a nice way to meet the ask from the community for food to come back. It was nice to have a day where we able to put on a celebration for them"*  
– **Community Lead**

### **Case study: George**

George attended the hub for the first time this year after hearing about us through another service. When he first arrived, he was quite anxious, however, he has been able to settle into attending community activities. As part of this settling in he commented on how much of a difference the way the hub looked made to his first impressions.

*"You walk into the building and it's clean and well presented, that makes such a different to making you feel welcome"*

He also noted how our non-hierarchical approach, in particular, the way staff rotate duties manning the front desk and greeting people, supported their belonging and feelings of mutuality with staff, through making the space feel like it's free of judgement. George continues to attend community sessions following this positive introduction to the hub.

*"Seeing a smiling face at the hub even when your having the worst day, can make you feel so much better"*

## **COMMUNITY WELLBEING GARDEN**

In the last year we have put time and resources into creating our Community Wellbeing Garden to improve its work as a therapeutic space and a place to connect with nature. We fundamentally believe that greater access to nature and the outdoors positively correlates with improvements in wellbeing. Academic research demonstrates this showing that time spent connecting to nature supports physical and emotional wellbeing (Martin et al., 2020). To support this, our work has seen us refit and rebuild fixtures in the garden, plant new greenery and wildlife, and build a new greenhouse.

Over the course of the last year, we offered the following events in our Community Wellbeing Garden:

- The GreenUp Event – An open space for environmental based activities. We used this space to harvest ideas and spark conversations about what community members wanted to see in the garden.
- Woodworking Workshops (in partnership with the Woodshop of Earthly Delights) – These were sessions focussed on teaching community members about woodworking with waste materials. During these sessions we repurposed 627kg of waste timber.
- Garden Guardians sessions – These are 3-hour, weekly drop in sessions where community members come together to help look after the garden. Members choose what activities to take part in, what they want to learn and are able to follow the progress of the garden over time.

This work has had the following impact:

- Lots more people using the garden for a diverse range of purposes. The woodworking sessions in particular attracted people who hadn't been to Likewise before. Community members have reported 10 different motivating factors for engaging with the garden, with connecting with the physical world, supporting a sense of community, and supporting emotional wellbeing, being the main drivers.
- Community members reporting benefits to their wellbeing in terms of their anxiety/ mood, sense of belonging, purpose, and connection. Members used the following words to describe their experience of the garden "calming", "collaborative" and "communal".
- Community members learning new things and developing skills that will support them to grow their own food and build structures in which to grow them in.
- Huge increase in the amount of biodiversity within the Likewise Garden – butterflies, over 100 new plants grown from organic seeds – many are heritage varieties.

Our learnings have been:

- In addition to community members enjoying doing things together in the space, members have really valued simply being together in an outdoor setting.
- Having a loosely structured drop in space with lots of options for how people can participate seems to meet a variety of needs and changing desires.
- Looking after a garden is hard work! There is always lots of practical tasks that can be done in the garden to keep plants healthy and the space looking nice. There is a balance to be struck in terms of getting things done and being able to go at the pace of the group who may need lots of time and support to do things.
- Some community members find it more difficult to get up and about early- so afternoon gardening course could be trialled next time.

## CREATIVE THERAPIES

<b>430</b>	Hours
<b>435</b>	Sessions
<b>439</b>	Total attendances

*Note: these numbers are included in the Community total*

We've diversified the activities we offer in the community hub, and one of the services that developed in response to requests from the community (and an offer from a therapist) is our Creative Therapies service. We now offer over 300 hours of one-to-one creative therapy through art, movement, music, and drama psychotherapy, as well as ongoing creative therapy groups.

Traditionally our immediate community and people in our referral network may not have had access to this kind of therapy; a service that is free with no barrier to entry, on their doorstep and integrated into a community hub. As the service is embedded in a community hub, it is visible, trusted, and accessible to people in the community. People may have a sense of belonging at the hub before requesting therapeutic support, and others may first be referred to us for therapy, and then begin making use of the community hub for other mental health and wellbeing support activities. Likewise, then becomes somewhere they can feel a sense of belonging and being known.

Through our partnership work and reputation as an organisation that supports people with complex needs and mental health challenges, our Creative Therapies service is embedded in a referral network of other Voluntary Sector Organisations, GP surgeries, NHS services and professionals working in Health and Social Care. In 2022/23, 58% of referrals to the Creative Therapy service identified as having a disability relating to their mental or physical health. One of the people who attended therapy sessions at Likewise shared their experience:

*"It's hard to overstate how helpful music therapy has been for me over the last few months. I have ADHD and CPTSD both of which are fairly severe, as well as a number of physical health problems which together create a lot of pain and I've been experiencing this for about eight years. Prior to the onset of therapy I was in a dark place and was troubled by a lot of suicidal & self-harm thoughts. For the duration of therapy, I felt a lot safer and had a sense of hope for the future that had all but disappeared in the preceding couple of years. While I appreciate it is not necessarily the goal, I also became creatively unstuck and began to play and listen to music again, make more art and generally feel like a human being again. It has been extremely heartening and hopeful to discover that therapy doesn't have to be painful and that there is a form of it which can work for me, I no longer feel that I am untreatable or beyond help, and that in itself is a huge weight off my shoulders. I am now keen to try out any other creative therapies I can as I feel that they could be a big part of the answer to recovering and managing my difficult to treat conditions."*

## Partnership work and systems change

In the past couple of years, Likewise has co-led the development of two partnerships within the Camden Health and Care system:

- Together with Camden Council and three VCS partners (Mind in Camden, The Advocacy Project and Voiceability), we've launched the RN Alliance. We provide community-based services that support people's mental health and wellbeing needs, with a focus on prevention and tackling the wider determinants of health. Our 6-8 session service and parts of our Community Programme are funded by this contract.
- Following a successful partnership during Covid, we've worked alongside Camden & Islington NHS Trust (C&I NHS Trust) and Mind in Camden in the implementation of a national transformation programme. This has led to the creation of new core community mental health teams (Core Teams) where our Support & Connect Workers work alongside NHS clinicians to provide holistic support, via three multi-disciplinary neighbourhood teams.

We believe that these partnerships offer an opportunity to learn from others and influence systemic change. We are supporting other organisations and services to move from being mostly transactional, problem-centred, and bureaucratic to being more relational, human and learning-centred and adaptable to people's complex situations.

### ACHIEVEMENTS – SETTING THINGS UP FOR SUCCESS

We've invested time and resource into influencing the RN Alliance during its set-up. By taking the Likewise organisational model as a reference, bringing our learnings into discussions, and advocating for what we believe in, we've seen several positive results:

- Through a series of workshops, we co-produced a set of agreements and principles which lay out the culture and values we wanted to be guided by in all our work together. These were used in a values-led recruitment process for an external Alliance Manager in which Likewise played a central role.

- We've co-facilitated relationship-building meetings amongst staff from all partner organisations, setting people up for deeper and more fruitful collaboration.
- We've led the adoption of a similar meetings structure that is used at Likewise at all levels of the governance structure of the Alliance: beginning with a check-in and asking, "what's it for?", as well as ending with "how did we do and what are you left with?" have helped us in establishing an open culture, supported by trust and safety.
- We've co-led the development of the outcomes framework for the RN Alliance, intentionally designing it to centre learning and align with our approach to the work.

In our work with C&I NHS Trust, we've continued to take every opportunity to shape things at all levels: overall partnership and governance, service design, operational matters, working with individual professionals and people accessing our services.

*"Likewise, have shown commitment and determination in supporting the transformation of NHS mental Health services. They have demonstrated leadership through bringing their own learning as an organisation to support the development of new approaches in local NHS services. Alongside this, they have shown a willingness to listen and engage in meaningful, and if necessary challenging conversations. Underneath this, is a clear sense of values which hold as intention for the organisation and the individuals that work for Likewise." – Tom Costley, Head of Community Mental Health Services in Camden, C&I NHS Trust*

We've also secured additional funding for a Learning Programme for the whole of the Core Teams project. This contract will see Likewise and Mind employ a Learning and Evaluation Lead and a Community Practice Lead for 18 months. Together, they will:

- Facilitate learning conversations with staff and people using services.
- Continuously monitor and evaluate by capturing data across agencies.
- Create a culture of collective learning and accountability.
- Embed coproduction and collaboration.

We believe that these roles – and the strong buy-in for them we've had from partner leaders – will influence positive change by setting up an overall learning and evaluation framework that steers Core Teams professionals towards being

community-oriented and providing person-centred, human-friendly, and relational support.

## **LEARNINGS – CLARIFYING AND EVOLVING OUR APPROACH TO PARTNERSHIP AND INFLUENCE WORK**

Our learnings in relation to partnership work and systems influence this year have been rich and centred around two challenges:

- **Becoming clearer in what we mean by influencing systems change: what do we want to achieve? How we “do” systems change? And how will we know we’re being successful?**
- **Supporting staff with a sense of overwhelm that can come when working in a deeply embedded way with the NHS system.**

We've worked hard to allow those issues to be normalised and discussed openly in various team and individual spaces. This has allowed the Likewise Core Teams team to feel supported and bonded by the common challenges, and has enabled us to be aware of and respond to the challenges:

- **One important structural solution has been to re-model the 1-1 programme and create a team dedicated entirely to our CTs partnership. This has given staff more focus and a better sense of belonging.**
- **We've developed a clearer approach to partnership and systems influence by creating a guide to partnership work and a systems change strategy for our Core Teams partnership. The guide highlights the crucial importance of using our relational approach in how we engage with colleagues from other organisations – with a mixture of acceptance and challenge. The strategy will give the team a tangible and practical plan for achieving certain changes within the Core Teams.**

## References

- Camden Council – Social Isolation in Camden Presentation (<https://opendata.camden.gov.uk/download/fisr-pgn2/application%2Fpdf>)
- Leanne Martin, Mathew P. White, Anne Hunt, Miles Richardson, Sabine Pahl, Jim Burt, Nature contact, nature connectedness and associations with health, wellbeing and pro-environmental behaviours, Journal of Environmental Psychology, 2020
- Human Learning Systems, Overview, 2023 (<https://www.humanlearning.systems/overview/>)

### FINANCIAL CONTEXT

Likewise has been able to make a surplus this year, this was achieved through good management of resource on some of our contracts, as well as savings on roles, building costs and maintenance.

Increasing our reserves has been important as we move into a transition period with some key funding coming to an end through 23/24 and an expected deficit as we navigate this.

Unrestricted reserves have increased in part due to a correction of historical misallocation of some salary expenditure in 20/21 and 21/22 in the accounts. More historically there has also been different treatment of some parts of our contract income as restricted, where now we state this as unrestricted.

The bigger question is about ongoing financial sustainability as the current forecast deficit for this year would impact our reserves. The headlines here are:

Importantly we have a £15,000 grant from Camden to invest in creating a new income generation strategy and are currently looking for a consultant to resource and support with this.

In the more immediate sense we've been investing in fundraising from grant making foundations. We're in process of making a multi-year application to Big Lottery as our current funding partnership with them comes to an end this year. We're also applying for multi-year unrestricted funding from the Camden Partner Fund which will provide

funding for 7 years from 2024-2031 for organisations like us that play a key role in responding to and addressing community needs.

We're in the process of looking to increase revenue from our income generating Floating Support model. This is about both the fee we charge for this (to Camden and individuals) and the framework of the service itself. With Camden in particular we want to demonstrate the cost effectiveness of Floating Support in preventing crisis, hospitalisation and reducing the need for clients to access more expensive statutory mental health services. Our floating support model is around 60% funded, which means we need to find additional funding to ensure the vital service is sustainable.

We've also recently recruited a new trustee to the board who has a background in investment management. She has joined our Finance Working Group, and is currently exploring options for how we might be able to benefit from forms of investment with our unrestricted reserves.

# Likewise Community

## Report of the Board of Trustees *continued*

### **For the Year Ended 31 March 2023**

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The trustees present the financial statements of the charitable company for the year ended 31 March 2023.

The trustees have complied with the duty to have due regard to guidance issued by the Charity Commission.

#### **LEGAL AND ADMINISTRATIVE INFORMATION**

**Charity name** Likewise Community (formerly Holy Cross Centre Trust)

**Charity registration number** 1109639

**Company registration number** 05436062

**Registered office** 8 Fairhazel Gardens, London NW6 3SG

**Office address** 8 Fairhazel Gardens, London NW6 3SG

**Telephone/email** 020 7278 4437/ Hugo.Reggiani@likewise.org.uk

#### **Trustees (Directors)**

Hilary Wendt	Chair
Emily Graham	Resigned 1st April 2022
Lisa Clarke	Appointed 2nd April 2020
Katherine Beeching	Appointed 2nd April 2020
Wood Jennifer	Appointed 11th July 2022
Vaceva Hristina	Appointed 11th July 2022
Mattanza Letizia	Appointed 11th July 2022
Hacke Matthew	Appointed 11th July 2022

#### **Co - Officers**

Matt Shephard  
Hugo Reggiani

**Independent Examiner** Harry Nicolaou FCA  
Of Harry Nicolaou & Co Limited  
Chartered Accountants  
21 Brendon Way, Enfield EN1 2LF

**Bankers:** HSBC plc, 31 Euston Road, London NW1 2ST

**Solicitors:** Bates, Wells and Braithwaite  
Cheapside House  
138 Cheapside  
London EC2V 6BB

# Likewise Community

Report of the Board of Trustees *continued*

**For the Year Ended 31 March 2023**

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## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing document**

The organisation is a charitable company limited by guarantee, incorporated on 26 April 2005 and registered as a charity on 24 May 2005. The company was established under a Memorandum of Association which defined its objects and powers. It is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1 per member.

### **Recruitment, selection, induction and training of trustees**

The charity trustees (under charity law) are also the directors of the company for the purposes of company law.

The Charity has detailed policies for the recruitment, selection, induction and training of our Trustees.

Contained within the Trustee Handbook are the Likewise Community Codes of Conduct and all policies relating to Trusteeship of the Trust.

Guidance is provided on:

- Introducing the Role of Trusteeship with clearly defined concepts relating to Likewise Community
- A guide to *good* Trusteeship
- A clear model for Trustee Codes of conduct
- Clearly stated rights and responsibilities

The trustees who served in the year were as follows:

Hilary Wendt	Vaceva Hristina
Lisa Clarke	Mattanza Letizia
Katherine Beeching	Hacke Matthew
Wood Jennifer	

### **Risk management**

The major risks to which the charity is exposed, as identified by the trustees, have been reviewed, and systems or procedures have been established to manage those risks. We continue to invest in our people and are confident in the team we have established.

### **Organisational structure**

The charity is administered by a board of a minimum of three trustees who meet on alternate months. The Trustees are responsible for the strategic policy and direction of the charity. A chief officer or Co - officers are appointed by the trustees to manage the day to day operations of the charity and is assisted by the staff of the charity.

Likewise Community continues to hold volunteering at the centre of its operations. The value of services provided by the 43 volunteers of the charity is not included in these accounts.

### **OBJECTIVES**

The objects of the charity are:

- (a) To relieve need, hardship and distress among people of the Greater London area (hereinafter called "the area").
- (b) To relieve the needs of elderly people living in the area.
- (c) To promote the better care, upbringing and education of children living in the area, and in particular those under the age of five.

The charity has focused its energies and resources on objective (a) since its inception, working with a range of socially excluded people for whom there is no or insufficient provision in the area.

# Likewise Community

Report of the Board of Trustees *continued*

**For the Year Ended 31 March 2023**

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## FINANCIAL REVIEW AND RESERVES POLICY

At 31 March 2023 the Charity has free reserves of £610,595 (2022 £432,423).

Our reserves at 31 March 2023 stand at 8.04 months operating expenditure (2022 6.7 months). Our reserve policy is to maintain 6 months of operating costs.

This report has been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Approved by the Board on 13 September 2023 and signed on its behalf by:



Hilary Wendt  
Chair

# Independent Examiner's report to the Trustees of the Likewise Community

I report on the accounts of the company for the year ended 31 March 2023 set out on pages 30 to 40.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011 and regulations made under section 154 of that Act. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

## Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of The Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

## Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

## Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:


- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Harry Nicolaou FCA  
Of Harry Nicolaou and Co Limited  
Chartered Accountants  
21 Brendon Way,  
Enfield,  
EN1 2LF



# Likewise Community

## Statement of Financial Activities (including Income and Expenditure Account)

For the Year Ended 31 March 2023

	Note	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
<b>INCOME from:</b>					
Donations and legacies			-	-	40
<b>Charitable activities:</b>					
Grants	2	-	182,000	182,000	228,990
Contracts	3	799,149	-	799,149	682,739
Other income		9,957	-	9,957	5,590
<b>Total income</b>		<b>809,106</b>	<b>182,000</b>	<b>991,106</b>	<b>917,359</b>
<b>EXPENDITURE on:</b>					
<b>Charitable activities:</b>					
Hub and Prevention Services		-	-	-	99,845
Learning Programme		-	51,527	51,527	-
NHS Core team		329,643	-	329,643	289,010
Resilience Network Alliance		239,767	-	239,767	-
LBC Healthy Minds		-	-	-	73,248
Community Support Services (Floating Support & CDAT)		105,060	136,461	241,521	300,703
Governance costs		14,121	-	14,121	12,929
<b>Total expenditure</b>	4	<b>723,843</b>	<b>187,988</b>	<b>911,831</b>	<b>775,735</b>
<b>Net income</b>	5	<b>85,263</b>	<b>(5,988)</b>	<b>79,275</b>	<b>141,624</b>
Transfers between funds	13	92,799	(92,799)	-	-
<b>Net movement in funds</b>		<b>178,062</b>	<b>(98,787)</b>	<b>79,275</b>	<b>141,624</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		443,538	251,700	695,238	563,266
Estimated Community Support Services income in previous year adjusted to actual income received		-	-	-	(9,652)
Total amended funds brought forward		443,538	251,700	695,238	553,614
<b>Total funds carried forward</b>	13	<b>621,600</b>	<b>152,913</b>	<b>774,513</b>	<b>695,238</b>

# Likewise Community

## Balance Sheet

Company No. 05436062

As at 31 March 2023

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	8	11,005	11,115
<b>Current assets</b>			
Debtors	9	116,170	325,519
Cash at bank and in hand		719,472	456,934
		<b>835,642</b>	<b>782,453</b>
<b>Creditors: Amounts falling due within one year</b>	10	<b>(72,134)</b>	<b>(98,330)</b>
<b>Net current assets</b>		<b>763,508</b>	<b>684,123</b>
<b>Net assets</b>	12	<b>774,513</b>	<b>695,238</b>
Unrestricted funds		621,600	443,538
Restricted funds		152,913	251,700
<b>Total funds</b>	13	<b>774,513</b>	<b>695,238</b>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that members have not required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Approved by the Board on 13 September 2023 and signed on its behalf by:

  
Hilary Wendt  
Chair

# Likewise Community

## Statement of Cash Flows

As at 31 March 2023

	2023	2022
	£	£
<b>Cash flow from operating activities</b>		
Net income/ for the year	79,275	141,624
Decrease in funds brought forward	-	(9,652)
Depreciation of tangible fixed assets	3,668	3,705
Decrease/(Increase) in debtors	209,349	(184,397)
Increase/(decrease) in creditors	(26,196)	55,499
<b>Net cash flow from operating activities</b>	<b>266,096</b>	<b>6,779</b>
<b>Cash flow from investing activities</b>		
Payments to acquire tangible fixed assets	(3,558)	(3,836)
<b>Net cash flow from investing activities</b>	<b>(3,558)</b>	<b>(3,836)</b>
Net increase/(decrease) in cash and cash equivalents	<b>262,538</b>	<b>2,943</b>
Cash and cash equivalents at 1 April 2022	<b>456,934</b>	<b>453,991</b>
Cash and cash equivalents at 31 March 2023	<b>719,472</b>	<b>456,934</b>

# Likewise Community

## Notes to the Accounts

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### 1. Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year.

#### **Basis of accounting**

The accounts (financial statements) have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The accounts have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for twelve months from authorising these accounts and have decided that the charity is able to continue as a going concern.

#### **Income recognition**

All income is recognised once the charity has entitlement to the income, there is sufficient certainty of receipt and so it is probable that the income will be received, and the amount of income receivable can be measured reliably.

#### **Expenditure recognition**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on the accruals basis and is inclusive of VAT.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. Costs are allocated to activities on the basis of percentages derived from the budget.

Governance costs, which are included in charitable expenditure, include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

#### **Fund accounting**

Unrestricted funds are grants, contracts, fees and other incoming resources receivable for the objects of the charity without further specified purpose and are available as general funds.

Restricted funds are grants and other incoming resources which are to be used for specific purposes as specified by the donor. Expenditure which meets this criteria is charged to the fund.

Designated funds are funds set aside out of unrestricted general funds by the trustees for specific future purposes or projects.

#### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

#### **Creditors**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

# Likewise Community

## Notes to the Accounts

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### **Accounting policies** *continued*

#### **Fixed assets**

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is provided on all tangible fixed assets at 25% of net book value per annum, a rate calculated to write off the cost of each asset, less its estimated residual value, over the useful economic life of that asset.

#### **Operating leases**

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

#### **Pension costs**

The charity contributes to a workplace pension scheme. Pension costs are charged to the SOFA as incurred.

*Continued*

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2023

	Unrestricted	Restricted	Total	Total
			2023	2022
	£	£	£	£
<b>2. Grants</b>				
Lankelly Chase Foundation	-	-	-	3,000
The National Lottery Community Fund	-	75,000	75,000	120,000
Tudor Trust Fund	-	-	-	75,000
Covid Support Grants	-	-	-	638
Lloyds Bank Foundation	-	-	-	30,352
LBC- Community Infrastructure Levy Fund	-	90,000	90,000	-
- Community Impact Resilience Fund	-	15,000	15,000	-
D'Oyle Carte Charitable Trust	-	2,000	2,000	-
	<b>-</b>	<b>182,000</b>	<b>182,000</b>	<b>228,990</b>
<b>3. Contracts</b>				
LB Camden: 6 - 8 Weeks Prevention Services	-	-	-	121,766
LB Camden Healthy Minds	-	-	-	105,000
C&I NHS Foundation Trust: Core teams	439,704	-	439,704	347,551
Mind In Camden: Community Impact Fund	-	-	-	7,800
Lottery, Lloyds Bank, and self funded: Community support services	-	-	-	100,622
Floating support service	91,328	-	91,328	-
CDAT NHS contract	50,149	-	50,149	-
The Resilience Network Alliance	217,968	-	217,968	-
	<b>799,149</b>	<b>-</b>	<b>799,149</b>	<b>682,739</b>

Continued

## Likewise Community

For the Year Ended 31 March 2023

### 4. Total expenditure

	Learning Programme	Core Teams	Resilience Network Alliance	Floating Support	Community Programme	CDAT	Governance costs	Total 2023	Total 2022
	£	£	£	£	£	£	£	£	£
<p>Costs are allocated to activities directly where possible and on percentages based on headcount for those costs which could not be allocated directly (2021 based on percentages derived from the budget)</p>									
Salaries (Note 6)	43,949	277,868	209,144	137,355	72,907	30,217	7,344	778,784	690,639
Other staffing costs	682	4,658	2,754	1,819	995	455	352	11,715	9,836
Accommodation costs	1,950	13,321	7,878	5,199	2,844	1,301	483	32,976	22,549
Insurance	315	2,155	1,276	841	460	210	0	5,257	5,852
Independent examination fee	0	0		0	0	0	4,500	4,500	4,000
Consultancy, legal and professional fees	1,169	7,986	4,724	3,117	1,704	779	505	19,984	13,592
Office and other costs	3,241	22,151	13,102	8,643	4,730	2,143	937	54,947	25,562
Depreciation	221	1,504	889	586	321	147	0	3,668	3,705
	<b>51,527</b>	<b>329,643</b>	<b>239,767</b>	<b>157,560</b>	<b>83,961</b>	<b>35,252</b>	<b>14,121</b>	<b>911,831</b>	<b>775,735</b>

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2023

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### 5. Net incoming/outgoing resources for the year

	2023	2022
	£	£
This is stated after charging:		
Depreciation	3,668	3,705
Independent examination fees	<u>4,500</u>	<u>4,000</u>

### 6. Staff costs

	2023	2022
	£	£
Wages and salaries	670,625	593,627
Social security costs	61,346	51,080
Pension costs	46,813	45,932
	<u>778,784</u>	<u>690,639</u>

No employee received emoluments of more than £60,000.

The average number of employees during the period was:

	2023	2022
	No.	No.
Staff employed on permanent contracts	37	27
Staff employed on zero-hours contracts	4	9
	<u>41</u>	<u>36</u>

### 7. Trustee remuneration

No remuneration was paid to the trustees in their capacity as trustees and no expenses were reimbursed to them (2022 £Nil).

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2023

### 8. Tangible fixed assets

	IT/Computer equipment £	Other equipment £	Furniture and fixtures £	Total £
<b>Cost</b>				
At 1 April 2022	43,733	47,297	44,214	135,244
Additions	-	-	3,558	3,558
<b>At 31 March 2023</b>	<b>43,733</b>	<b>47,297</b>	<b>47,772</b>	<b>138,802</b>
<b>Depreciation</b>				
At 1 April 2022	37,898	46,839	39,392	124,129
Charge for the year	1,459	114	2,095	3,668
<b>At 31 March 2023</b>	<b>39,357</b>	<b>46,953</b>	<b>41,487</b>	<b>127,797</b>
<b>Net book value</b>				
At 31 March 2023	<b>4,376</b>	<b>344</b>	<b>6,285</b>	<b>11,005</b>
<i>Net book value</i> At 31 March 2022	<u>5,835</u>	<u>458</u>	<u>4,822</u>	<u>11,115</u>

### 9. Debtors

	2023 £	2022 £
Fees receivable	12,119	10,832
Other debtors	90,292	307,879
Prepayments	13,759	6,808
	<b>116,170</b>	<b>325,519</b>

### 10. Creditors: amounts falling due within one year

	2023 £	2022 £
Deferred income (note 12)	12,100	51,049
Other creditors and accruals	60,034	47,281
	<b>72,134</b>	<b>98,330</b>

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2023

<b>11. Deferred income</b>	<b>£</b>
Balance at 1 April 2022	51,229
Amount released to incoming resources	(51,229)
Amount deferred in year	12,100
<b>Balance at 31 March 2023</b>	<b>12,100</b>

Deferred income represents grant and contract income received in advance.

### 12. Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total funds 2023 £
Tangible fixed assets	11,005	-	11,005
Current assets	670,729	164,913	835,642
Current liabilities	(60,134)	(12,000)	(72,134)
<b>Net assets at 31 March 2023</b>	<b>621,600</b>	<b>152,913</b>	<b>774,513</b>

### 13. Movement in funds

	At 1 April 2022 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 March 2023 £
<b>Unrestricted funds</b>					
General funds	443,538	809,106	(723,843)	92,799	621,600
	<b>443,538</b>	<b>809,106</b>	<b>(723,843)</b>	<b>92,799</b>	<b>621,600</b>
<b>Restricted funds</b>					
Lankelly Chase Foundation: Hub Services	673	-	-	(673)	-
National Lottery: Community Support Services	241,483	75,000	(80,988)	(82,582)	152,913
LBC - Community Support Infrastructure, Resilience & Garden Funds	-	107,000	(107,000)	-	-
Individual Grants	9,544	-	-	(9,544)	-
<b>Total restricted funds</b>	<b>251,700</b>	<b>182,000</b>	<b>(187,988)</b>	<b>(92,799)</b>	<b>152,913</b>
<b>Total funds</b>	<b>695,238</b>	<b>991,106</b>	<b>(911,831)</b>	<b>-</b>	<b>774,513</b>

#### Purposes of restricted funds

- *Community Support Services fund: to deliver high quality, deeply person-centred community care; to influence the social care sector through sharing learning; to explore community ownership; costs towards a Pod Leader to deliver person-centred community care; to deliver social care and mental health services through the Pod Model, weaving one-to-one support, social work training and community activity into one.*
- *Individual grants for the relief of poverty fund: to distribute grants raised for that purpose to individual clients of the St Pancras Refugee Centre.*

### 14. Related Party Transactions

No related party transactions took place during the year.

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2023

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### 15. Commitments

#### Operating lease commitments

The total of future minimum lease payments under non-cancellable operating leases at 31 March 2023 are as follows:

	2023	2022
	£	£
Not later than one year	828	4,553
Later than one year but less than five years	-	828
	<u>828</u>	<u>5,381</u>

### 16. Pension costs

The employer's contribution is 8% of the salaries of eligible staff who were on appointed on or before March 2022. For eligible employees appointed on or after 1 April 2022 the employer's contribution rate is 5%. The contribution is paid into a workplace pension scheme.

Pension costs amounted to £46,813 (2022 £45,932).

**Likewise Community**

England & Wales - Charity number 1109639

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# Accounts

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**Company No. 05436062**  
**Charity No. 1109639**

# **Likewise Community**

## **Report & Accounts**

**For the Year Ended 31 March 2022**

**8 Fairhazel Gardens  
London  
NW6 3SG**

# Likewise Community

## Report of the Board of Trustees

**For the Year Ended 31 March 2022**

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The trustees present their report and the financial statements of the charitable company for the year ended 31 March 2022.

The trustees have complied with the duty to have due regard to guidance issued by the Charity Commission.

### LEGAL AND ADMINISTRATIVE INFORMATION

**Charity name** Likewise Community (formerly Holy Cross Centre Trust)

**Charity registration number** 1109639

**Company registration number** 05436062

**Registered office** 8 Fairhazel Gardens, London NW6 3SG

**Office address** 8 Fairhazel Gardens, London NW6 3SG

**Telephone/email** 020 7278 4437/ Hugo.Reggiani@likewise.org.uk

#### Trustees (Directors)

Hilary Wendt	Chair
Emily Graham	
Lisa Clarke	
Katherine Beeching	

#### Co - Officers

Matt Shephard  
Hugo Reggiani

#### Independent Examiner

Harry Nicolaou FCA  
Of Harry Nicolaou & Co  
Chartered Accountants  
21 Brendon Way, Enfield EN1 2LF

#### Bankers:

HSBC plc, 31 Euston Road, London NW1 2ST

#### Solicitors:

Bates, Wells and Braithwaite  
Cheapside House a  
138 Cheapside  
London EC2V 6BB

# Likewise Community

## Report of the Board of Trustees

**For the Year Ended 31 March 2022**

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

#### **Governing document**

The organisation is a charitable company limited by guarantee, incorporated on 26 April 2005 and registered as a charity on 24 May 2005. The company was established under a Memorandum of Association which defined its objects and powers. It is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1 per member.

#### **Recruitment, selection, induction and training of trustees**

The charity trustees (under charity law) are also the directors of the company for the purposes of company law.

The Charity has detailed policies for the recruitment, selection, induction and training of our Trustees.

Contained within the Trustee Handbook are the Likewise Community Codes of Conduct and all policies relating to Trusteeship of the Trust.

Guidance is provided on:

- Introducing the Role of Trusteeship with clearly defined concepts relating to Likewise Community
- A guide to *good* Trusteeship
- A clear model for Trustee Codes of conduct
- Clearly stated rights and responsibilities

The trustees who served in the year were as follows:

Hilary Wendt  
Emily Graham  
Lisa Clarke  
Katherine Beeching

#### **Risk management**

The major risks to which the charity is exposed, as identified by the trustees, have been reviewed, and systems or procedures have been established to manage those risks. We continue to invest in our people and are confident in the team we have established.

#### **Organisational structure**

The charity is administered by a board of a minimum of three trustees who meet on alternate months. The Trustees are responsible for the strategic policy and direction of the charity. A chief officer or Co - officers are appointed by the trustees to manage the day to day operations of the charity and is assisted by the staff of the charity.

Likewise Community continues to hold volunteering at the centre of its operations. The value of services provided by the 114 volunteers of the charity is not included in these accounts.

#### **OBJECTIVES**

The objects of the charity are:

- (a) To relieve need, hardship and distress among people of the Greater London area (hereinafter called "the area").
- (b) To relieve the needs of elderly people living in the area.
- (c) To promote the better care, upbringing and education of children living in the area, and in particular those under the age of five.

The charity has focused its energies and resources on objective (a) since its inception, working with a range of socially excluded people for whom there is no or insufficient provision in the area.

# Likewise Community

## Report of the Board of Trustees

**For the Year Ended 31 March 2022**

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Feedback shows 92% of people were satisfied with the service, 93% felt they had a good relationship with their key worker, and 78% felt they had achieved what they wanted to achieve in the service,

*'Um, now, I just accept that sometimes things are bad, I get unwell, sometimes I feel really anxious, sometimes I feel depressed, I know I'm gonna come out of it with support. I can work through it. That's made a big difference, it really has. In fact, I have not been in the Crisis House for nearly two years. So that is really a big step for me.'*

On top of this, qualitative analysis provided a range of outcomes - sustained employment; voluntary opportunities; support through crisis (with two people suggesting they would not be alive without the service); improving relationships with clinical teams; bringing 'colour and purpose' into people's lives; and, most resoundingly, the fact that people felt someone was consistently there for them. In the often complex and unpredictable changes that come with both mental illness and life in general, the 'touchstone' we have provided has been key to both cope with crisis and take advantage of opportunity. Throughout interviews and feedback forms, many outcomes were unpredictable but instrumental to change and appreciated by clients, for example:

- being able to walk the dog alone after four years of either being indoors or being accompanied;
- accompanied;
- going on the tube after decades of avoiding it;
- being able to clean parts of a house after years of hoarding;
- being able to stop feeling the need to 'please' people so much and start taking control of their care;
- being able to sit and talk in a coffee shop despite being 'petrified,' after years of 'trapped' indoors;
- being able to attend Narcotics Anonymous;
- staying out of the hospital or Crisis House for the longest period of time in the last decade;
- confidence; optimism and positivity; friendship.

*'Cara' recounted how her visits are usually similar – she and her key worker go shopping together and have a chat. However, as someone who hadn't left the house in three years, this was a significant outcome - 'just getting out' was what mattered to her. It also became apparent that further significant outcomes emerged. Through these visits she had come to get to know the staff at her local shop and was even informed when some of them were leaving so she could say goodbye. The impact of these small, community interactions have recently been found to be significant for wellbeing and belonging. On another occasion, she and her key worker had chanced upon a poster for a writing course - they talked about it, visited together, and Cara is now on her third course at the same community centre. These outcomes were not planned, but emerged through the relationship and played a vital role in Cara's sense of wellbeing.*

This support is provided through our Pod model, with each Pod having approximately 20 clients, supported by a Pod Leader, support workers and placement students. Each of these clients will have varying packages of support, ranging from a couple of hours a week up to 8-10 hours, depending on their needs. The Pod Leader works with each client, undertaking the initial assessment, building a relationship and creating a support plan with them. The Pod Leader then gradually introduces others to the relationship, who will start to conduct some of the 1-to-1 visits, with appropriate safeguarding training, procedures and policies in place.

First and foremost, people need to feel accepted for who they are and a sense of belonging to their community. We think this comes through creating relationships, and spaces where people feel safe to be themselves. These relationships and spaces are underpinned by a mutuality of acceptance, learning and doing together. When you are valued as you are, risk, change, and failure become safer - regardless of struggle or mistake, you remain valued and loved. This safety means these difficulties are not things to be afraid or ashamed of, and so can be springboards for change. Everyone involved in a pod - the pod leader, volunteers, clients - is considered a learner, which fundamentally changes the dynamic of the relationship. There is no expert servicing a passive, needy recipient, but rather two learners both engaged in shared experiences in which both are learning and contributing.

# Likewise Community

## Report of the Board of Trustees

### For the Year Ended 31 March 2022

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When trusting, accepting relationships are established, people are better able to start *doing*. They can take the kind of action that brings purpose, meaning, and a sense of growth and achievement. The activities and outcomes are not specified in advance— as is typical of many services – whatever is done is a direct result of who that person is, and we work hard to make sure we take the fullness of a person into account and respond to the diversity of the people we work with.

Doing is also pragmatic – where we can do something, we will. Many people have told us how this is often not the case in the services they interact with due to rules, bureaucracy, or tightly-defined practice. We want to support people to take advantage of opportunity in all its diversity – if that means changing a light bulb, attending a karate group, or a spontaneous singalong in the middle of a meeting, we do what we can to let it happen.

Our flexible role is seen as particularly valuable given the range and complexity of services clients are accessing.

### Learning programme

Volunteers and placement students are given front-line experience, alongside formal training, comprehensive support and learning structures to develop the skills, emotional intelligence and values needed to engage with difference in society in an inclusive, accepting and relational way.

We are working with around 70 volunteers, including service users running their own community projects; local residents wanting to give something back in their area; and students on placement who contribute large amounts of time (typically 3-5 days a week over 6-9 months) in service of both our work and their studies. Students join us from a wide range of disciplines including psychology, sociology, politics and anthropology – some of them with a pre-established interest in the sector and others who have changed career course part way through their degree.

Our volunteers and placement students are involved in 1-to-1 work with clients, where they can offer a different dynamic and reduce dependency on the Pod Leader. Crucially their involvement, allows the people we work with the opportunity to re-define themselves in a new relationship where they can contribute to a student's learning, opening the possibility for enhancing self-worth.

Our volunteers and placement students also contribute to our Community Hub, providing a wealth of accessible wellbeing activity - walking, baking, reiki, writing and more – and filling a gap in service provision in Camden through our Creative Therapy Programme, with one to one and group Art, Dance Movement and Dramatherapy, provided by our trainee Creative Therapists.

There are three levels of outcome from the learning programme:

- A level of engagement with self. Individuals with more understanding of their own wellbeing, development of self-awareness and emotional intelligence.
- Engagement with people in our community. Meeting difference with acceptance, seeing exclusion and making the move to include, being less afraid and moving beyond our bubbles.
- As a professional in the sector approaching supporting people in a more relational and accepting way.

# Likewise Community

## Report of the Board of Trustees

**For the Year Ended 31 March 2022**

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### **Community programme**

From its foundation in 1988, Likewise has provided a community meeting place serving its locality, where people can come for support, companionship and feel safe to be themselves. In 2015, we moved into 8 Fairhazel Gardens in Swiss Cottage, our current building. With the building, we took on a contract to deliver Mental Health Day Opportunities, and inherited a foundational community who had attended the building for a number of years. After this contract ended in 2018, we aspired to work with this foundational community to expand the reach of our community programme and transform the space, gradually, into a more open Community Wellbeing Hub.

In 2021-22, emerging from the pandemic we delivered 215 community sessions across 432 hours, with support from 70 volunteers. Having paused these services during the pandemic, we have reviewed what our Community Hub can offer. Since reopening in June 2021, we've experimented with a programme that aims to offer a "menu of participation"; we want the Hub to be a place where anyone who is seeking a sense of belonging can find it, whether that's through finding like-minded people in an activity, meeting new friends in a supported social space, or offering some of their time and energy and co-hosting a space themselves. We hope, through offering a range of free and low-cost activities, we can be a place for people who find it difficult to connect with others to be themselves in a communal space.

We aim for our Community Hub to be a space where people from all walks of life can come to find belonging, human connection and contribute to their community. Locally, we sometimes feel the legacy of the years the building spent as a Mental Health Day Centre - people who live nearby can be wary of coming to the space, seeing it as a place to be avoided, or judging it as inappropriate for them. We are ambitious when it comes to changing this perception, and have been working to create spaces, activities and events where local residents can integrate with our current community members, underpinned by the value that 'everyone has something to learn, everyone has something to teach - everyone has needs, everyone has something to offer'. We hope that, gradually, more and more people will feel able to connect with each other, learn from each other and things that may once have been seen as "weird" or "unusual" become accepted as a normal and valuable part of society.

Through our learning programme, we have developed hundreds of people who, when they come across someone in an emotional crisis, or with poor personal hygiene, or with difficult behaviours, will be able to respond very differently to how they would have prior to their time with Likewise. We want to achieve this through our Community Hub, so that people from our wider local community and our clients can spend time in the same space and learn to respond to each other as they are – with emotional intelligence, acceptance, and as a human to another human.

### **Creative Therapies**

Our creative therapy service is delivered at our community hub by trainees in music, drama, dance, and art therapy. Whilst Likewise is not a therapeutic service itself, we recognise the value of therapeutic spaces and thus creative therapies form an important part of our offer. These one-to-one and group spaces allow individuals to experience a different way of engaging with their wellbeing in an affordable and accessible way.

In 2021/22 we delivered 656 hours of therapeutic support across 98 clients and 472 sessions.

# Likewise Community

## Report of the Board of Trustees

### For the Year Ended 31 March 2022

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Independent research conducted by one of the creative therapists reflect a positivity about the service and the impact it is having, the research produced the following findings.

- 88% of referrals are from Services in the Borough of Camden, the rest are from GPs
- The bulk of what we provide is art therapy (69%) but this is dependent upon what placement student or trainees we have
- 75% of clients explored further therapy after Likewise
- 50% score art therapy 10/10, dance and drama therapy had an average score of 8
- 87% of clients felt that Likewise had matched them well with their therapist
- It was identified that both clients and students would like the therapy to last longer than 12 sessions
- Students would also like more communication with the team and broader Likewise Community

### Partnership working and influencing the system

Whilst we work hard to support clients in a way that we know works, we are with them for a tiny percentage of their week. We see 1-to-1 clients for an average of two hours a week – during the other 166 hours that week, the impact of the wider health and social care system is profound. From the relentless challenges of housing to the over-stretched mental health services and the short-term nature and restrictive referral criteria of support services, we often find ourselves picking up the pieces of a sprawling, complex network.

This is why we also aim to influence the wider system and community that people live in. We see this as happening in three ways – through the ripple effect of our volunteers and students taking their learning into their professional practice, through our community events that bring people together and through our partnership work with local statutory and charity partners, where we have made significant steps forward during the pandemic.

When the pandemic broke out, the opportunity to do things differently surprised us all, and the vital importance of our networks became clear. Eager to act as swiftly and potently as possible, Camden Council and the local NHS Trust brought together local charities to co-develop a rapid response. Our award-winning success in this has led to us working much more closely with the local NHS and mental health services in trying to transform local services to create a more human and connected experience for local people living with mental ill health.

*“Likewise have been a crucial part of our Covid response, and the way you have come together in partnership with the Council, Camden and Islington NHS Foundation Trust and other voluntary and community sector organisations has been exemplary.” Jenny Rowlands, Chief Executive, London Borough of Camden.*

We have been able to bring in our values, build more human and productive relationships, and start to shape the way the local partners interact and deliver services. We've also found friends who want the same things we want, building alliances with brilliant people and organisations.

# Likewise Community

## Report of the Board of Trustees

### For the Year Ended 31 March 2022

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We are now collaboratively leading efforts to use this as a basis for a much wider systemic change through the following two initiatives:

#### 1. Community Mental Health transformation programme

There is a national transformation programme being rolled out across England (April-21 to March-24). We are now officially recognised as one of the key partners driving this project at a local level (Camden). As part of this work, we are co-designing and implementing new neighbourhood-based community teams that are made up of professionals from the local NHS Trust (health), local Council (Social Care) and local VCS (1-1 practical and emotional support and local community partnership development). In every interaction with partners and collective decisions, we bring with us our learning mindset and our approach to relationships.

#### 2. The Resilience Network Alliance

We have secured a contract from Camden Council to continue the work of the Resilience Network Alliance with our partners – Mind, Voiceability and the Advocacy Project. Similarly to the point above, we're bringing to this partnership our set of values and approach, in order to learn with and influence both the local council and our partners in terms of organisational culture, structures and spaces that support frontline workers to manage complexity, with a human approach to relationships.

### **Diversity, Equity, Inclusion**

In terms of demographics, our overall client base is broadly in step with the ethnic diversity of Camden. White ethnic groups are underrepresented compared to the 2011 census data, whilst Asian and Black ethnic groups as proportion of our clients are within 5% of their Camden totals. Additionally, women make up 60% of our clients, and age groups over 40 are much more present in our client base than younger groups. Both of these statistics are unique of our community which are not in line with the averages within Camden. It is also worth bearing in mind that this data can vary between different services.

We have recently revisited our commitment to equity, diversity and inclusion through the intentional focus of a working group formed of staff and students from all areas of our work. We identified the possible scope of this working group as vast and highly aspirational – including work on our organisational beliefs and values, our culture and history, how we resource our work, increasing equity, diversity and inclusion in our own communities, and how we approach discrimination or challenges to equity, diversity and inclusion in our spaces.

In this financial year, we have focused on three priorities:

1. Renewing our core policy and foundational commitments to make sure they align with our hopes for the space and can support the work we want to do in this area;
2. Adapting our recruitment practices with equity, diversity and inclusion at the forefront to improve diversity in our staff body, and equity and inclusion in the application process for our roles;
3. Creating a framework for how we can work with discrimination when it arises in our work, bearing in mind both the complexity of the communities we work with and our commitment to this being a place where everyone (including our staff, students and volunteers) can feel safe to be themselves.

# Likewise Community

## Report of the Board of Trustees

**For the Year Ended 31 March 2022**

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### FINANCE, FINANCIAL REVIEW AND RESERVES POLICY

This year we were able to make savings on the rental of our community hub, building maintenance, and some anticipated staffing costs.

At 31 March 2022 the Charity has free reserves of £432,423 (2021 £421,228).

Our reserves at 31 March 2022 stand at 6.7 months operating expenditure (2021 7.6 months).

This report has been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Approved by the Board on ..... 23<sup>rd</sup> Nov 2022 ..... and signed on its behalf by:

Lisa Clarke  
Trustee



# Independent Examiner's report to the Trustees of the Likewise Community

I report on the accounts of the company for the year ended 31 March 2022 set out on pages 12 to 22.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011 and regulations made under section 154 of that Act. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

## Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of The Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

## Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

## Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Harry Nicolaou FCA  
Of Harry Nicolaou and Co Limited  
Chartered Accountants  
21 Brendon Way,  
Enfield,  
EN1 2LF

2 December 2022

# Likewise Community

## Statement of Financial Activities (including Income and Expenditure Account)

For the Year Ended 31 March 2022

	Note	Unrestricted funds	Restricted funds	Total 2022	Total 2021
		£	£	£	£
<b>INCOME from:</b>					
Donations and legacies		40	-	40	100
Charitable activities:					
Grants	2	75,638	153,352	228,990	364,667
Contracts	3	682,739	-	682,739	567,147
Other income		5,590	-	5,590	5,815
<b>Total income</b>		<b>764,007</b>	<b>153,352</b>	<b>917,359</b>	<b>937,729</b>
<b>EXPENDITURE on:</b>					
Charitable activities:					
Hub and Prevention Services		97,518	2,327	99,845	133,814
Community Impact Fund		-	-	-	4,672
Resilience Network		-	-	-	118,017
Support & Connect		289,010	-	289,010	-
LBC Healthy Minds		73,248	-	73,248	76,546
Community Support Services (Floating Support & Community Programme)		270,324	30,379	300,703	317,533
Grants paid to individuals to relieve poverty		-	-	-	1,250
Governance costs		12,929	-	12,929	15,067
<b>Total expenditure</b>	4	<b>743,029</b>	<b>32,706</b>	<b>775,735</b>	<b>666,900</b>
<b>Net income</b>	5	<b>20,978</b>	<b>120,646</b>	<b>141,624</b>	<b>270,829</b>
Transfers between funds	13	-	-	-	-
<b>Net movement in funds</b>		<b>20,978</b>	<b>120,646</b>	<b>141,624</b>	<b>270,829</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		432,212	131,054	563,266	292,437
Estimated Community Support Services income in previous year adjusted to actual income received	a	(9,652)	-	(9,652)	-
Total amended funds brought forward		422,560	131,054	553,614	292,437
<b>Total funds carried forward</b>	13	<b>443,538</b>	<b>251,700</b>	<b>695,238</b>	<b>563,266</b>

# Likewise Community

## Balance Sheet

Company No. 05436062

As at 31 March 2022

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	8	11,115	10,984
		<u>          </u>	<u>          </u>
<b>Current assets</b>			
Debtors	9	325,518	141,122
Cash at bank and in hand		456,934	453,991
		<u>782,452</u>	<u>595,113</u>
<b>Creditors: Amounts falling due within one year</b>	10	<b>(98,330)</b>	<b>(42,831)</b>
		<u>          </u>	<u>          </u>
<b>Net current assets</b>		<b>684,123</b>	<b>552,282</b>
		<u>          </u>	<u>          </u>
<b>Net assets</b>	12	<b>695,238</b>	<b>563,266</b>
		<u>          </u>	<u>          </u>
<b>FUNDS</b>			
Unrestricted funds		443,538	432,212
Restricted funds		251,700	131,054
		<u>          </u>	<u>          </u>
<b>Total funds</b>	13	<b>695,238</b>	<b>563,266</b>
		<u>          </u>	<u>          </u>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that members have not required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Approved by the Board on 23/11/22 and signed on its behalf by:

Lisa Clarke  
Trustee



# Likewise Community

## Statement of Cash Flows

As at 31 March 2022

	2022	2021
	£	£
<b>Cash flow from operating activities</b>		
Net income/ for the year	141,624	270,829
Decrease in funds brought forward	(9,652)	-
Depreciation of tangible fixed assets	3,705	3,663
(Increase) in debtors	(184,397)	(39,582)
Increase/(decrease) in creditors	55,499	(8,466)
<b>Net cash flow from operating activities</b>	<u>6,779</u>	<u>226,444</u>
<b>Cash flow from investing activities</b>		
Payments to acquire tangible fixed assets	(3,836)	(2,882)
<b>Net cash flow from investing activities</b>	<u>(3,836)</u>	<u>(2,882)</u>
Net increase/(decrease) in cash and cash equivalents	2,943	223,562
Cash and cash equivalents at 1 April 2021	<u>453,991</u>	<u>230,429</u>
Cash and cash equivalents at 31 March 2022	<u>456,934</u>	<u>453,991</u>

# Likewise Community

## Notes to the Accounts

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### 1. Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year.

#### **Basis of accounting**

The accounts (financial statements) have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The accounts have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for twelve months from authorising these accounts and have decided that the charity is able to continue as a going concern.

#### **Income recognition**

All income is recognised once the charity has entitlement to the income, there is sufficient certainty of receipt and so it is probable that the income will be received, and the amount of income receivable can be measured reliably.

#### **Expenditure recognition**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on the accruals basis and is inclusive of VAT.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. Costs are allocated to activities on the basis of percentages derived from the budget.

Governance costs, which are included in charitable expenditure, include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

#### **Fund accounting**

Unrestricted funds are grants, contracts, fees and other incoming resources receivable for the objects of the charity without further specified purpose and are available as general funds.

Restricted funds are grants and other incoming resources which are to be used for specific purposes as specified by the donor. Expenditure which meets this criteria is charged to the fund.

Designated funds are funds set aside out of unrestricted general funds by the trustees for specific future purposes or projects.

#### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

#### **Creditors**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

# Likewise Community

## Notes to the Accounts

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### **Accounting policies *continued***

#### **Fixed assets**

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is provided on all tangible fixed assets at 25% of net book value per annum, a rate calculated to write off the cost of each asset, less its estimated residual value, over the useful economic life of that asset.

#### **Operating leases**

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

#### **Pension costs**

The charity contributes to a workplace pension scheme. Pension costs are charged to the SOFA as incurred.

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*Continued*

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2022

	Unrestricted	Restricted	Total	Total
			2022	2021
	£	£	£	£
<b>2. Grants</b>				
Lankelly Chase Foundation	-	3,000	3,000	20,000
The National Lottery Community Fund	-	120,000	120,000	165,000
Tudor Trust Fund	75,000	-	75,000	77,000
Covid Support Grants	638	-	638	17,315
Lloyds Bank Foundation	-	30,352	30,352	30,352
Power to Change	-	-	-	55,000
	<b>75,638</b>	<b>153,352</b>	<b>228,990</b>	<b>364,667</b>
<b>3. Contracts</b>				
LB Camden: 6 - 8 Weeks Prevention Services	121,766	-	121,766	121,766
LB Camden Healthy Minds	105,000	-	105,000	105,000
C&I NHS Foundation Trust: Support & Connect	347,551	-	347,551	-
Mind In Camden: Community Impact Fund	7,800	-	7,800	6,114
Lottery, Lloyds Bank, and self funded: Community support services	100,622	-	100,622	150,821
LB Camden: Hub Day opportunities Services	-	-	-	21,344
Mind In Camden: Resilience Network Project	-	-	-	162,102
	<b>682,739</b>	<b>-</b>	<b>682,739</b>	<b>567,147</b>

Continued

## Notes to the Accounts

For the Year Ended 31 March 2022

### 4. Total expenditure

	Hub Day Opportunity Services	6-8 Weeks Prevention Service	Community Impact Fund	Support and Connect Service	Healthy Minds	Community Support Services	Grants to Individuals	Governance costs	Total 2022	Total 2021
	£	£	£	£	£	£	£	£	£	£
<b>Costs are allocated to activities directly where possible and on percentages based on headcount for those costs which could not be allocated directly (2021 based on percentages derived from the budget)</b>										
Salaries (Note 6)	-	86,549	-	259,701	64,122	273,753	-	6,514	<b>690,639</b>	578,637
Other staffing costs	2,327	1,635	-	1,307	2,212	2,059	-	296	<b>9,836</b>	5,664
Accommodation costs	-	2,999	-	8,998	2,222	7,999	-	331	<b>22,549</b>	24,791
Volunteer costs	-	-	-	-	-	-	-	-	-	4
Insurance	-	653	-	1,958	483	1,740	-	1,018	<b>5,852</b>	6,952
Independent examination fee	-	-	-	-	-	-	-	4,000	<b>4,000</b>	4,500
Consultancy, legal and professional fees	-	1,789	-	5,366	1,325	4,770	-	342	<b>13,592</b>	14,843
Office and other costs	-	3,393	-	10,179	2,514	9,048	-	428	<b>25,562</b>	26,596
Depreciation	-	500	-	1,501	370	1,334	-	-	<b>3,705</b>	3,663
Grants paid to individuals	-	-	-	-	-	-	-	-	-	1,250
	<b>2,327</b>	<b>97,518</b>	-	<b>289,010</b>	<b>73,248</b>	<b>300,703</b>	-	<b>12,929</b>	<b>775,735</b>	<b>666,900</b>

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2022

### 5. Net incoming/outgoing resources for the year

	2022	2021
	£	£
This is stated after charging:		
Depreciation	3,705	3,663
Independent examination fees	4,000	4,500
	<u>7,705</u>	<u>8,163</u>

### 6. Staff costs

	2022	2021
	£	£
Wages and salaries	593,627	495,170
Social security costs	51,080	44,470
Pension costs	45,931	38,997
	<u>690,639</u>	<u>578,637</u>

No employee received emoluments of more than £60,000.

The average number of employees during the period was:

	2022	2021
	No.	No.
Staff employed on permanent contracts	27	19
Staff employed on zero-hours contracts	9	10
	<u>36</u>	<u>29</u>

### 7. Trustee remuneration

No remuneration was paid to the trustees in their capacity as trustees and no expenses were reimbursed to them (2021 expenses reimbursed to one trustee £720).

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# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2022

### 8. Tangible fixed assets

	IT/Computer equipment £	Other equipment £	Furniture and fixtures £	Total £
<b>Cost</b>				
At 1 April 2021	43,733	47,297	40,378	131,408
Additions	-	-	3,836	3,836
<b>At 31 March 2022</b>	<b>43,733</b>	<b>47,297</b>	<b>44,214</b>	<b>135,244</b>
<b>Depreciation</b>				
At 1 April 2021	35,953	46,686	37,785	120,424
Charge for the year	1,945	153	1,607	3,705
<b>At 31 March 2022</b>	<b>37,898</b>	<b>46,839</b>	<b>39,392</b>	<b>124,129</b>
<b>Net book value</b>				
<b>At 31 March 2022</b>	<b>5,835</b>	<b>458</b>	<b>4,822</b>	<b>11,115</b>
<i>Net book value</i>				
<i>At 31 March 2021</i>	<i>7,780</i>	<i>611</i>	<i>2,593</i>	<i>10,984</i>

### 9. Debtors

	2022 £	2021 £
Fees receivable	10,832	72,656
Other debtors	307,879	64,596
Prepayments	6,808	3,870
	<b>325,519</b>	<b>141,122</b>

### 10. Creditors: amounts falling due within one year

	2022 £	2021 £
Deferred income (note 12)	51,049	1,220
Other creditors and accruals	47,281	41,611
	<b>98,330</b>	<b>42,831</b>

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2022

<b>11. Deferred income</b>	<b>£</b>
Balance at 1 April 2021	1,220
Amount released to incoming resources	(1,040)
Amount deferred in year	51,049
<b>Balance at 31 March 2022</b>	<b>51,229</b>

Deferred income represents grant and contract income received in advance.

### 12. Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total funds 2022 £
Tangible fixed assets	11,115	-	11,115
Current assets	530,752	251,700	782,452
Current liabilities	(47,101)	(51,229)	(98,330)
<b>Net assets at 31 March 2022</b>	<b>443,538</b>	<b>251,700</b>	<b>695,238</b>

### 13. Movement in funds

	At 1 April 2021 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 March 2022 £
<b>Unrestricted funds</b>					
General funds	422,560	764,007	(743,029)	-	443,538
	<b>422,560</b>	<b>764,007</b>	<b>(743,029)</b>	<b>-</b>	<b>443,538</b>
<b>Restricted funds</b>					
Lankelly Chase Foundation: Hub Services	-	3,000	(2,327)	-	673
National Lottery and Lloyds Foundation: Community Support Services	121,510	150,352	(30,379)	-	241,483
Individual Grants	9,544	-	-	-	9,544
<b>Total restricted funds</b>	<b>131,054</b>	<b>153,352</b>	<b>(32,706)</b>	<b>-</b>	<b>251,700</b>
<b>Total funds</b>	<b>553,614</b>	<b>917,359</b>	<b>(775,735)</b>	<b>-</b>	<b>695,238</b>

#### Purposes of restricted funds

- *Community Support Services fund: to deliver high quality, deeply person-centred community care; to influence the social care sector through sharing learning; to explore community ownership; costs towards a Pod Leader to deliver person-centred community care; to deliver social care and mental health services through the Pod Model, weaving one-to-one support, social work training and community activity into one.*
- *Individual grants for the relief of poverty fund: to distribute grants raised for that purpose to individual clients of the St Pancras Refugee Centre.*

### 14. Related Party Transactions

No related party transactions took place during the year.

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2022

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### 15. Commitments

#### Operating lease commitments

The total of future minimum lease payments under non-cancellable operating leases at 31 March 2022 are as follows:

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Not later than one year	4,553	4,553
Later than one year but less than five years	4,553	9,107
	<u>9,106</u>	<u>13,660</u>

### 16. Pension costs

The employer's contribution is 8% of the salaries of eligible staff. The contribution is paid into a workplace pension scheme. Pension costs amounted to £45,931 (2021 £38,997).

**Likewise Community**

England & Wales - Charity number 1109639

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# Accounts

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**Company No. 05436062**  
**Charity No. 1109639**

**Likewise Community**

**Report & Accounts**

**For the Year Ended 31 March 2021**

**8 Fairhazel Gardens**  
**London**  
**NW6 3SG**

# Likewise Community

## Report of the Board of Trustees

**For the Year Ended 31 March 2021**

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The trustees present their report and the financial statements of the charitable company for the year ended 31 March 2021.

The trustees have complied with the duty to have due regard to guidance issued by the Charity Commission.

### LEGAL AND ADMINISTRATIVE INFORMATION

**Charity name** Likewise Community (formerly Holy Cross Centre Trust)

**Charity registration number** 1109639

**Company registration number** 05436062

**Registered office** 8 Fairhazel Gardens, London NW6 3SG

**Office address** 8 Fairhazel Gardens, London NW6 3SG

**Telephone/email** 020 7278 4437/ Hugo.Reggiani@likewise.org.uk

#### Trustees (Directors)

Hilary Wendt	Chair
Emily Graham	(Appointed 2 April 2020)
Lisa Clarke	(Appointed 2 April 2020)
Katherine Beeching	(Appointed 2 April 2020)

#### Co - Officers

Matt Shephard  
Hugo Reggiani

**Independent Examiner** Harry Nicolaou FCA  
Of Harry Nicolaou & Co  
Chartered Accountants  
21 Brendon Way, Enfield EN1 2LF

**Bankers:** HSBC plc, 31 Euston Road, London NW1 2ST

**Solicitors:** Bates, Wells and Braithwaite  
Cheapside House  
138 Cheapside  
London EC2V 6BB

# Likewise Community

## Report of the Board of Trustees

**For the Year Ended 31 March 2021**

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

#### **Governing document**

The organisation is a charitable company limited by guarantee, incorporated on 26 April 2005 and registered as a charity on 24 May 2005. The company was established under a Memorandum of Association which defined its objects and powers. It is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1 per member.

#### **Recruitment, selection, induction and training of trustees**

The charity trustees (under charity law) are also the directors of the company for the purposes of company law.

The Charity has detailed policies for the recruitment, selection, induction and training of our Trustees.

Contained within the Trustee Handbook are the Likewise Community Codes of Conduct and all policies relating to Trusteeship of the Trust.

Guidance is provided on:

- Introducing the Role of Trusteeship with clearly defined concepts relating to Likewise Community
- A guide to *good* Trusteeship
- A clear model for Trustee Codes of conduct
- Clearly stated rights and responsibilities

The trustees who served in the year were as follows:

Hilary Wendt  
Emily Graham  
Lisa Clarke  
Katherine Beeching

#### **Risk management**

The major risks to which the charity is exposed, as identified by the trustees, have been reviewed, and systems or procedures have been established to manage those risks. We continue to invest in our people and are confident in the team we have established.

#### **Organisational structure**

The charity is administered by a board of a minimum of three trustees who meet on alternate months. The Trustees are responsible for the strategic policy and direction of the charity. A chief officer or Co - officers are appointed by the trustees to manage the day to day operations of the charity and is assisted by the staff of the charity.

Likewise Community continues to hold volunteering at the centre of its operations. The value of services provided by the 114 volunteers of the charity is not included in these accounts.

#### **OBJECTIVES**

The objects of the charity are:

- (a) To relieve need, hardship and distress among people of the Greater London area (hereinafter called "the area").
- (b) To relieve the needs of elderly people living in the area.
- (c) To promote the better care, upbringing and education of children living in the area, and in particular those under the age of five.

The charity has focused its energies and resources on objective (a) since its inception, working with a range of socially excluded people for whom there is no or insufficient provision in the area.

# Likewise Community

## Report of the Board of Trustees

**For the Year Ended 31 March 2021**

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### **REPORTING ON THE PUBLIC BENEFIT - ORGANISATIONAL CHANGES, ACTIVITIES, ACHIEVEMENTS and FUTURE DEVELOPMENTS**

This year has seen several turns for Likewise as an organisation. Like everyone else during the pandemic, we have creatively adapted the way we work both practically and conceptually. The world has demonstrated how fundamentally intertwined each one of us is and, beyond the pandemic, has brought key issues of social inequalities and social justice as well as the climate and ecological crises to the fore. We have been as affected as everyone else by the world around us this year, and our thinking has shifted considerably.

We will examine the impact of Covid on our work over the last year, before moving to a deeper consideration of what this means for our future.

We are including some ethnicity data in this report. We are aware it is somewhat tagged on and not properly addressed. This is because we see it as a first step in a much, much bigger conversation we have started - see 'Diversity and Equality' for more detail.

#### **Floating Support**

During lockdown periods, we moved as much work as we could to online, phone, or outdoor visits. Many of our clients understood this change, but a significant number paused or reduced their work with us as a result, feeling that there is less to do given the limitations.

We continued to visit those clients who needed face-to-face support (clients in crisis) using infection control guidelines. We continued to drop-off food and/or medication to anyone who needed it.

As regulations changed, we continually adapted our work to make sure we delivered as much face-to-face work as possible. Some clients preferred phone calls, so we made sure each person is in control of how their support is delivered within the government regulations.

These changes have been particularly impactful for those clients who were working with us for 6 hours or more a week - in many cases this was heavily cut, resulting in the loss of hundreds of hours of support work over the course of the year.

In March 2020 we were actively working with 68 Floating Support clients - as of March 2021, this was at 51, with a core reason being halting support due to the pandemic. We expect an increase as things continue to open up locally and nationally. Nonetheless, we were able to deliver 5660 hours of Floating Support over the course of the year.

Following on from last year we've continued to adapt the pod model to work with a mix of individual and contracted work, as this blended approach is more financially viable. We are also planning on several adjustments to increase sustainability, including additional support structures for key frontline roles (to reduce staff burn-out and enable stronger planning) and a small increase in charge per hour.

Feedback has continued to point to us delivering a strong Floating Support service. Satisfaction remains high, at 97%, and 74% of people feel they are achieving what they want in the service. 93% of people feel they have a good relationship with their key worker, and 80% feel that they are in control of the service. As such, whilst satisfaction is up from 93% last year, our benchmark scores are slightly down. This is hard to make sense of given the global situation, but qualitative feedback pointed to the frustrations around the disruption of the pandemic and the lack of face-to-face visits being particularly problematic, alongside a real relief that we were there at all. We will be monitoring and continually reflecting on what is going on for our clients to make sure we maintain high standards.

Approximately 34% of people we worked with were from BAME backgrounds, slightly below borough-wide statistics (and slightly lower than our other services). However, as demographic data for this service is not as clear as for other services, we will take another look later in the year.

# Likewise Community

## Report of the Board of Trustees

**For the Year Ended 31 March 2021**

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### **Contracted Services**

#### **6-8 Session Prevention Service**

Across the borough, commissioned preventative services saw a big reduction in numbers and we were no exception, working with just 61 people - less than half of our usual number of people in this service. This represented a particular shift in referral patterns - whereas last year clinical services made up 45% of our referrals, this year it was just 26%. This is in part because of the Resilience Network service (detailed below) but other pandemic factors played a role across Camden. Conversations with Commissioners around this have been very productive and understanding, and we are working to understand and adapt to these trends - we are already seeing a slow increase in referrals as the year comes to an end. 39% of people we worked with came from BAME backgrounds.

Impact data is promising - an average of +5 on WEMWBS scores and 100% satisfaction point to the service being particularly vital during this period. Much of the work this year focused on emergency provision (food and medication supplies) as well as much needed contact for people who were otherwise isolated.

The year coming may well be the last year of this service, and conversations have begun around what might happen next. We have been working closely with Commissioners and other local service providers (Mind in Camden, VoiceAbility, and The Advocacy Project) to think about a new alliance of partners than can deliver richer, more joined-up support to the people making use of these services. Camden Council is keen to commission something that makes the most out of these local partnerships, and we are keen to shape that process in a way that makes the most sense to the people we support. The relationships and conversations being had are again very promising so far.

#### **Healthy Minds Academy Volunteer Programme**

Like the rest of our services, volunteers were heavily impacted by the pandemic. This included a particular dip early in the year, from April through to August, as some volunteers felt unable to continue placements that involved face-to-face visits due to their living situations or personal health. Where we could, we moved things to distanced and online working, but this was not always possible. As such, overall volunteer numbers have gone down to 114 this year from 188 last year.

However, during lockdown we were able to recruit Creative Therapy students who worked with 22 people over ten weeks, providing over 300 hours of support and a much-needed outlet for many people stuck at home. We have continued recruiting these students, and have now supported 80 people with Art, Dance and Drama therapy, including people referred from outside of Likewise. The feedback has been excellent, and given the difficulty of accessing therapeutic offers in Camden for many of the people in our community, we will continue this throughout next year as a key offer to our community.

We have continued building partnerships with universities, working with 13 different institutions over the course of the year and reaching more spaces than before. This is looking particularly promising for the year ahead, with more opportunities to reach potential volunteers across campuses from Bournemouth to Birmingham.

43% of our volunteers came from BAME backgrounds, and between them spoke 15 languages. We were able to make use of this capacity to support several people who needed to communicate in other languages, including Farsi, Arabic, and French.

#### **Community Programme**

The community strand of our work was significantly impacted by Covid-19 between April 2020 - April 2021. In this period, the Likewise Hub building was closed for community events and activities, so the options available for people to tend to their wellbeing with Likewise outside of the one-to-one work changed a lot.

# Likewise Community

## Report of the Board of Trustees

### For the Year Ended 31 March 2021

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Whilst activities and events were paused, we maintained contact with over 30 clients through befriending calls, specifically created for those individuals we would normally see at the Likewise Hub, but who are not under our one-to-one services. These were delivered by a range of Likewise staff, placement students, and volunteers. The aforementioned Creative Therapies sessions were also an important point of connection. This year we also built momentum with work on the Community Impact Fund (CIF) - a project set up by Camden Council and a steering committee of VCS organisations. The overarching aim was to create community-based opportunities for people to improve their mental health and wellbeing in a way that was meaningful for them. Likewise and Mind in Camden were partnered with four community centres each and co-designed consultation with them to begin to understand what this could look like, and used this as a foundation to design individual projects.

This project was expected to have seen Likewise take part in sixteen separate projects with four community centres in Camden in this time period. In response to the pandemic, the majority of this work was paused. However, work with Holborn Community Association adapted quickly to offer online sessions. From April 2020 - 21, we delivered three initiatives in partnership with HCA; 'Digital Storytelling', 'Virtual Gallery' and 'Art for Wellbeing' projects worked with participants to explore wellbeing through creative exercises, which were tailored to working online. We also worked with King's Cross New Brunswick Neighborhood Association from Jan - Apr 2021 to support them to plan and deliver an online 'Healthy Body, Healthy Mind' project for Somali Women. Likewise workers have been participating in sessions alongside facilitators, offering space for attendees to discuss their mental health experiences and signposting to other services as and when relevant.

A change in staff also occurred over this period as our Community Lead moved onto work with Barnet Council in July 2020. We decided that, whilst 'business as usual' wasn't an option for the community work, there was an opportunity to take stock of our work and begin to consider what it could look like when reopening was an option. From Oct - Dec 2020, we moved one of our long-serving Pod Leaders into the Community Lead role, and she spent some time considering Likewise's community history, current context and biggest hopes for the future. The output of this was a written document shared with Directors, Trustees, and staff, and it's served to inform plans for re-opening.

### Support and Connect - working systemically

On top of adapting our ongoing work, a more fundamental change has been in the work we have done with the Local Authority and the NHS Trust, who we worked with to create the **Resilience Network Support and Connect Service**, ensuring those in the most need got the support they needed, from food and medication to emotional, practical and crisis support.

The result has been hugely encouraging - we have worked closely, openly and productively with statutory and VCSE partners to provide vital support to hundreds more people during the crisis, and seem to have built a systemic response that has shared purpose, genuine collaboration, transparency and high functionality. Furthermore, we are now collaboratively leading efforts to use this as a basis for a much wider systemic change as part of the transformation of NHS community mental health services. We have moved from reluctant participant and critic of the system to fundamental shaper of it, reaching hundreds of people and winning awards for our efforts.

We were also asked to lead on the evaluation of the project, bringing a learning lens that included systemic and cultural analysis. This has been very well received and demonstrated significant outcomes for the people using the service as well as highlighted the key areas of systemic success, risk, and challenge. In particular, it drew out the potency of our cultural practices as we were able to draw out difficult and vital conversations, name the elephants we could see, and build genuinely mutual and open relationships with NHS and Camden Council staff.

# Likewise Community

## Report of the Board of Trustees

### **For the Year Ended 31 March 2021**

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Over the course of the year the service received 262 total referrals, of whom 206 received support from Likewise. The outcomes have been impressive - an average +2.6 increase in the Short Warwick-Edinburgh Mental Wellbeing Scale, a 93% reduction in hospitalisation compared to the 6 months prior to receiving the service, a 37% reduction in number of contacts with Secondary Care teams, as well as 91% satisfaction, and 77% of people finding the service either very or extremely useful. 39% of people were from BAME backgrounds.

As a result of this work, we were awarded Camden and Islington Trust Partner of the Year, and the project was a finalist in the HSJ Partnerships Awards.

### **Diversity and Equality**

Global conversations around inequalities, race, and discrimination have affected all of us, and encouraged some rich, difficult and important conversations at Likewise. We recognise that our organisational make-up is less diverse than the community we serve, and that we need to develop our learning, thinking and action in responding to these issues. Our initial steps have included a Diversity Working Group, managed by Pod Leaders; a continual check-in during recruitment processes to ensure real thought is given to possible bias; and engaging with external organisations (eg. Cultural Advocacy Project) to learn about local community group concerns, issues, and nuances. Over the next year we will continually reflect on how our ways of working might exclude and include different people at the level of support, recruitment, and strategy.

### **Strategic Change - Systemic Awareness and Interdependence**

A key theme that runs through all of this is an increasing awareness of **interdependence**. In our client work, we have become more aware of our role in people's networks of relationships and support. Looking through this lens can help us better support people to maintain and build these networks, and better recognises the broader context in which people live their lives.

This also applies to our organisational strategy. Previously we had been operating independently, but this meant we were often picking up the pieces of the failings of the local mental health system. We have been referred more complex clients who have struggled in other services, whilst having shorter hours with clients due to changes in Personal Budgets. This has made it harder to reach planned capacity and financial independence.

However, working with our local partners as part of the Resilience Network project has given us a much stronger influence over the mental health and community support systems that impact the broader lives of people we work with in Camden. We have moved from being co-operative outsiders to collaborative insiders, gaining more voice and winning an award for our collaboration, which has been based on our values and ways of working.

This is particularly important given the national picture. Integrated Care Partnerships are coming to dominate the mental health and social care landscape, alongside strategies such as the Community Mental Health Framework, which set out a vision for local charities like Likewise to work much closer with GP Practices, NHS Trusts, and Secondary Care services to deliver more joined-up and integrated work. The vision makes inherent sense, and prioritises many of the things that Likewise does: localised sense-making that takes into account the social and practical elements of a person's wellbeing, person-centred work, looking beyond clinical diagnoses and responses, and the importance of relationships and human experiences in services. There is also a significant financial factor to be aware of here: as the shape of the landscape shifts to such integrated working, there will likely be less money available to pay for distinct services in the way we have received income for the 6-8 Session and Healthy Minds Academy contracts.

# Likewise Community

## Report of the Board of Trustees

### For the Year Ended 31 March 2021

All of these changes impact our Pods as they now need to become more diversified, combining contracted and individual billable hours. It is vital that any contracts we deliver align with our values and ways of working - the way to do this is to play that key role in building relationships with key local partners to influence the local landscape. This not only supports our sustainability, but also means influence over the detrimental aspects of local mental health care as we have long been supporting people to manage the distress it has caused. We are hopeful more influence means we can get closer to that particular root cause, rather than dealing only with the symptoms.

This directional shift is not without risk. Firstly, there is a challenge in being more dependent on contracted work, something we had previously tried to move away from. We are confident that this is different from what has come before due to newly developed open and collegiate relationships with Commissioners - these allow for more honest and productive consideration of real costs, demands, and systemic obstacles in providing a Likewise service.

Secondly, being more embedded in a system risks organisational integrity. Ways of thinking, measuring, communicating, and caring can become diluted or influenced by contact and enmeshment with the broader system. Given the effort and care we have put into developing an internal culture that foregrounds a fundamentally human experience, this will require continual vigilance to make sure we stay bound to our values and avoid the pressures of mainstream care that can make humanity harder. The flip side of this is that the transference is mutual, and in exchange we are in a much better position to further embed our values into the broader system.

These considerations demonstrate the tensions between independence and dependence in a local social care system. Whilst more independence would keep us safe from the risks involved, it would also mean the system carries on without our voice and our values, and we would be in denial about organisational and human realities – we exist in a landscape in which we can't help but be connected. Connection brings opportunity and vulnerability and accepting this keeps us more alive to both of those.

The path ahead might be more complex, but the alternative is both financially risky (being left on the outside of funding decisions) and means we miss the opportunity to improve a system that has profound impact on the people we work with. As we have come to recognise our clients' interdependence, we have put ourselves in a position to make the most of our own.

The Covid pandemic was an extraordinary year with an uncertain outlook at the start. Likewise was able to secure additional funding to reduce the uncertainty, maintain our frontline capacity and ensure continuity of essential one-to-one services throughout. Likewise was able to increase its reserves to a more sustainable level, which the Board consider to be prudent and necessary given the uncertainties of the ongoing Covid context and beyond. This was achieved through good management of existing contracts and generating additional income through new contracts. Additionally we were able to reduce expenditure during the year by permanently closing an office, temporarily closing the community hub, saving on building maintenance and investment, and furloughing a staff member. This, alongside additional support from funders and Camden Borough supported our ability to financially navigate the year, and meant early fears did not materialise. The Board anticipate needing to use a portion of our reserves during 21/22 and 22/23 as we develop post pandemic.

### FINANCIAL REVIEW AND RESERVES POLICY

At 31 March 2021 the Trust has free reserves of £421,228 (2020 £269,878).

Our reserves at 31 March 2021 stand at 7.6 months operating expenditure (2020 4.3 months).

This report has been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Approved by the Board on 23 November 2021 and signed on its behalf by:

  
Hilary Wendt  
Chair

# Independent Examiner's report to the Trustees of the Likewise Community

I report on the accounts of the company for the year ended 31 March 2021 set out on pages 9 to 19.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011 and regulations made under section 154 of that Act. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

## Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of The Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

## Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

## Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



.....  
Harry Nicolaou FCA  
Of Harry Nicolaou and Co Limited  
Chartered Accountants  
21 Brendon Way,  
Enfield,  
EN1 2LF

9 December 2021  
.....

# Likewise Community

## Statement of Financial Activities (including Income and Expenditure Account)

For the Year Ended 31 March 2021

	Note	Unrestricted funds	Restricted funds	Total	Total
		£	£	2021	2020
		£	£	£	£
<b>INCOME from:</b>					
Donations and legacies	2	100	-	100	3,350
Charitable activities:					
Grants	3	112,315	252,352	364,667	330,352
Contracts	4	567,147	-	567,147	365,652
Other income		5,815	-	5,815	32,654
<b>Total income</b>		<b>685,377</b>	<b>252,352</b>	<b>937,729</b>	<b>732,008</b>
<b>EXPENDITURE on:</b>					
<b>Charitable activities:</b>					
Hub and Prevention Services		133,814	-	133,814	343,326
Community Impact Fund		4,672	-	4,672	6,963
Resilience Network		118,017	-	118,017	-
LBC Healthy Minds		76,546	-	76,546	97,661
Refugee and Asylum Seekers Services		-	-	-	9,417
Community Support Services		186,691	130,842	317,533	272,995
Our Camden		-	-	-	-
Grants paid to individuals to relieve poverty		-	1,250	1,250	2,151
Governance costs		15,067	-	15,067	16,782
<b>Total expenditure</b>	5	<b>534,808</b>	<b>132,092</b>	<b>666,900</b>	<b>749,295</b>
<b>Net income/(expenditure)</b>	6	<b>150,569</b>	<b>120,260</b>	<b>270,829</b>	<b>(17,287)</b>
Transfers between funds	14	-	-	-	-
<b>Net movement in funds</b>		<b>150,569</b>	<b>120,260</b>	<b>270,829</b>	<b>(17,287)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		281,643	10,794	292,437	309,724
<b>Total funds carried forward</b>	14	<b>432,212</b>	<b>131,054</b>	<b>563,266</b>	<b>292,437</b>

# Likewise Community

## Balance Sheet

Company No. 05436062

As at 31 March 2021

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	9	10,984	11,765
<b>Current assets</b>			
Debtors	10	141,122	101,540
Cash at bank and in hand		453,991	230,429
		<u>595,113</u>	<u>331,969</u>
<b>Creditors: Amounts falling due within one year</b>	11	(42,831)	(51,297)
<b>Net current assets</b>		<u>552,282</u>	<u>280,672</u>
<b>Net assets</b>	13	<u>563,266</u>	<u>292,437</u>
<b>FUNDS</b>			
Unrestricted funds		432,212	281,643
Restricted funds		131,054	10,794
<b>Total funds</b>	14	<u>563,266</u>	<u>292,437</u>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that members have not required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Approved by the Board on 23 November 2021 and signed on its behalf by:

Hilary Wendt  
Chair

# Likewise Community

## Statement of Cash Flows

As at 31 March 2021

	2021	2020
	£	£
<b>Cash flow from operating activities</b>		
Net income/(deficit) for the year	270,829	(17,287)
Depreciation of tangible fixed assets	3,663	3,922
(Increase)/decrease in debtors	(39,582)	55,598
Increase/decrease in creditors	(8,466)	2,758
	<u>226,444</u>	<u>44,991</u>
<b>Net cash flow from operating activities</b>	<u><u>226,444</u></u>	<u><u>44,991</u></u>
<b>Cash flow from investing activities</b>		
Payments to acquire tangible fixed assets	(2,882)	(6,809)
	<u>(2,882)</u>	<u>(6,809)</u>
<b>Net cash flow from investing activities</b>	<u><u>(2,882)</u></u>	<u><u>(6,809)</u></u>
Net increase/(decrease) in cash and cash equivalents	<b>223,562</b>	38,182
Cash and cash equivalents at 1 April 2020	<u>230,429</u>	<u>192,247</u>
Cash and cash equivalents at 31 March 2021	<u><u>453,991</u></u>	<u><u>230,429</u></u>

# Likewise Community

## Notes to the Accounts

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### 1. Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year.

#### **Basis of accounting**

The accounts (financial statements) have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102.

The accounts have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for twelve months from authorising these accounts and have decided that the charity is able to continue as a going concern.

#### **Income recognition**

All income is recognised once the charity has entitlement to the income, there is sufficient certainty of receipt and so it is probable that the income will be received, and the amount of income receivable can be measured reliably.

#### **Expenditure recognition**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on the accruals basis and is inclusive of VAT.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. Costs are allocated to activities on the basis of percentages derived from the budget.

Governance costs, which are included in charitable expenditure, include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

#### **Fund accounting**

Unrestricted funds are grants, contracts, fees and other incoming resources receivable for the objects of the charity without further specified purpose and are available as general funds.

Restricted funds are grants and other incoming resources which are to be used for specific purposes as specified by the donor. Expenditure which meets this criteria is charged to the fund.

Designated funds are funds set aside out of unrestricted general funds by the trustees for specific future purposes or projects.

#### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered. Prepayments are valued at the amount prepaid after taking account of any trade discounts due.

#### **Creditors**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

# Likewise Community

## Notes to the Accounts

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### **Accounting policies** *continued*

#### **Fixed assets**

Fixed assets are stated at cost less accumulated depreciation.

Depreciation is provided on all tangible fixed assets at 25% of net book value per annum, a rate calculated to write off the cost of each asset, less its estimated residual value, over the useful economic life of that asset.

#### **Operating leases**

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

#### **Pension costs**

The charity contributes to a workplace pension scheme. Pension costs are charged to the SOFA as incurred.

*Continued*

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2021

### 2. Donations

	Unrestricted	Restricted	Total	Total
			2021	2020
	£	£	£	£
Karian & Box	-	-	-	3,000
St Pancras Welfare	-	-	-	350
Other donations	100	-	100	-
	<b>100</b>	<b>-</b>	<b>100</b>	<b>3,350</b>

### 3. Grants

	£	£	£	£
Lankelly Chase Foundation	20,000	-	20,000	150,000
The National Lottery Community Fund	-	165,000	165,000	90,000
Tudor Trust Fund	75,000	2,000	77,000	30,000
Covid Support Grants	17,315	-	17,315	-
Power to Change	-	55,000	55,000	30,000
Lloyds Foundation	-	30,352	30,352	30,352
	<b>112,315</b>	<b>252,352</b>	<b>364,667</b>	<b>330,352</b>

### 4. Contracts

	£	£	£	£
Hub Day opportunities Services	21,344	-	21,344	
6 - 8 Weeks Prevention Services	121,766	-	121,766	152,592
Healthy Minds	105,000	-	105,000	105,000
Community Impact Fund	6,114	-	6,114	7,400
Resilience Network Project	162,102	-	162,102	-
Community support services	150,821	-	150,821	100,660
	<b>567,147</b>	<b>-</b>	<b>567,147</b>	<b>365,652</b>

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2021

### 5. Total expenditure

	Hub Day Opportunity Services	6-8 Weeks Prevention Service	Community Impact Fund	Resilience Network	Healthy Minds	Community Support Services	Grants to Individuals	Governance costs	Total 2021	Total 2020
	£	£	£	£	£	£	£	£	£	£
<b>Costs allocated to activities directly where possible and on percentages derived from the budget for those costs which could not be allocated directly.</b>										
Salaries (Note 7)	27,525	79,639	3,825	103,815	67,207	291,169	-	5,457	<b>578,637</b>	565,180
Other staffing costs	303	871	41	1,117	723	2,439	-	170	<b>5,664</b>	13,814
Accommodation costs	9,366	2,834	136	3,691	2,390	6,006	-	369	<b>24,791</b>	48,163
Volunteer costs	-	4	-	-	-	-	-	-	<b>4</b>	158
Catering	-	-	-	-	-	-	-	-	<b>-</b>	10,775
Insurance	229	1,148	56	1,503	973	2,315	-	728	<b>6,952</b>	16,841
Independent examination fee	-	-	-	-	-	-	-	4,500	<b>4,500</b>	4,500
Consultancy, legal and professional fees	475	1,829	410	2,363	1,529	4,907	-	3,330	<b>14,843</b>	53,327
Office and other costs	728	8,137	175	4,737	3,213	9,094	-	513	<b>26,596</b>	30,464
Depreciation	121	605	30	792	512	1,603	-	-	<b>3,663</b>	3,922
Grants paid to individuals	-	-	-	-	-	-	1,250	-	<b>1,250</b>	2,151
	<b>38,748</b>	<b>95,066</b>	<b>4,672</b>	<b>118,017</b>	<b>76,546</b>	<b>317,533</b>	<b>1,250</b>	<b>15,067</b>	<b>666,900</b>	<b>749,295</b>

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2021

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### 6. Net incoming/outgoing resources for the year

	2021	2020
	£	£
This is stated after charging:		
Depreciation	3,663	3,922
Independent examination fees	4,500	4,500
	<u>8,163</u>	<u>8,422</u>

### 7. Staff costs

	2021	2020
	£	£
Wages and salaries	495,170	490,810
Social security costs	44,470	39,964
Pension costs	38,997	34,406
	<u>578,637</u>	<u>565,180</u>

No employee received emoluments of more than £60,000.

The average number of employees during the period was:

	2021	2020
	No.	No.
Staff employed on permanent contracts	19	18
Staff employed on zero-hours contracts	10	13
	<u>29</u>	<u>31</u>

### 8. Trustee remuneration

No remuneration was paid to the trustees in their capacity as trustees. Travel expenses of £720 were reimbursed to one trustee (2020 £nil).

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2021

### 9. Tangible fixed assets

	IT/Computer equipment £	Other equipment £	Furniture £	Total £
<b>Cost</b>				
At 1 April 2020	40,851	47,297	40,378	128,526
Additions	2,882	-	-	2,882
<b>At 31 March 2021</b>	<b>43,733</b>	<b>47,297</b>	<b>40,378</b>	<b>131,408</b>
<b>Depreciation</b>				
At 1 April 2020	33,359	46,482	36,920	116,761
Charge for the year	2,594	204	865	3,663
<b>At 31 March 2021</b>	<b>35,953</b>	<b>46,686</b>	<b>37,785</b>	<b>120,424</b>
<b>Net book value At 31 March 2021</b>	<b>7,780</b>	<b>611</b>	<b>2,593</b>	<b>10,984</b>
<i>Net book value At 31 March 2020</i>	<i>7,492</i>	<i>815</i>	<i>3,458</i>	<i>11,765</i>

### 10. Debtors

	2021 £	2020 £
Fees receivable	72,656	84,629
Other debtors	64,596	3,925
Prepayments	3,870	12,986
	<b>141,122</b>	<b>101,540</b>

### 11. Creditors: amounts falling due within one year

	2021 £	2020 £
Deferred income (note 12)	1,220	3,220
Other creditors and accruals	41,611	48,077
	<b>42,831</b>	<b>51,297</b>

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2021

<b>12. Deferred income</b>	<b>£</b>
Balance at 1 April 2020	3,220
Amount released to incoming resources	(3,220)
Amount deferred in year	1,220
<b>Balance at 31 March 2021</b>	<b>1,220</b>

Deferred income represents grant and contract income received in advance.

### 13. Analysis of net assets between funds

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total funds 2021</b>
	£	£	£
Tangible fixed assets	10,984	-	10,984
Current assets	464,059	131,054	595,113
Current liabilities	(42,831)	-	(42,831)
<b>Net assets at 31 March 2021</b>	<b>432,212</b>	<b>131,054</b>	<b>563,266</b>

### 14. Movement in funds

	At 1 April 2020	Incoming resources	Outgoing resources	Transfers	At 31 March 2021
	£	£	£	£	£
<b>Unrestricted funds</b>					
General funds	281,643	685,377	(534,808)	-	432,212
	<b>281,643</b>	<b>685,377</b>	<b>(534,808)</b>	<b>-</b>	<b>432,212</b>
<b>Restricted funds</b>					
Community Support Services	-	252,352	(130,842)	-	121,510
Individual Grants	10,794	-	(1,250)	-	9,544
<b>Total restricted funds</b>	<b>10,794</b>	<b>252,352</b>	<b>(132,092)</b>	<b>-</b>	<b>131,054</b>
<b>Total funds</b>	<b>292,437</b>	<b>937,729</b>	<b>(666,900)</b>	<b>-</b>	<b>563,266</b>

#### Purposes of restricted funds

- *Community Support Services fund: to deliver high quality, deeply person-centred community care; to influence the social care sector through sharing learning; to explore community ownership; costs towards a Pod Leader to deliver person-centred community care; to deliver social care and mental health services through the Pod Model, weaving one-to-one support, social work training and community activity into one.*
- *Individual grants for the relief of poverty fund: to distribute grants raised for that purpose to individual clients of the St Pancras Refugee Centre.*

### 15. Related Party Transactions

No related party transactions took place during the year.

# Likewise Community

## Notes to the Accounts

For the Year Ended 31 March 2021

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### 16. Commitments

#### Operating lease commitments

The total of future minimum lease payments under non-cancellable operating leases at 31 March 2021 are as follows:

	<b>2021</b>	<i>2020</i>
	<b>£</b>	<b>£</b>
Not later than one year	4,553	8,932
Later than one year but less than five years	9,107	-
	<u>13,660</u>	<u>8,932</u>

### 17. Pension costs

The employer's contribution is 8% of the salaries of eligible staff. The contribution is paid into a workplace pension scheme. Pension costs amounted to £38,997 (2020 £34,406).