

SHARE COMMUNITY LIMITED

England & Wales · Charity number 264894

Details

Other names	SHARE, SHARE COMMUNITY
Status	Registered
Legal form	Charitable company
Company number	01081030
Registered	1973-02-19
Register	View on the Charity Commission register

Contact

Address	64 Altenburg Gardens London SW11 1JL
Phone	02079242949
Email	info@sharecommunity.org.uk
Website	www.sharecommunity.org.uk

Activities

Objects: TO ASSIST PERSONS OF ANY NATIONALITY WHO ARE SUFFERING FROM ANY FORM OF DISABLEMENT. SEE MEMORANDUM AND ARTICLES FOR FULL DETAILS.

Activities: Share provides vocational training, education, and opportunities for personal development to disabled people - especially those with learning disabilities, who may also have autism - and those facing health related barriers to independence and employment. We have 2 social enterprises offering catering and gardening services. Based in Wandsworth, we have no geographical boundaries.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, Disability, Economic/community Development/employment
- **Who:** People With Disabilities

Geography

- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,290,762	£2,334,787	£1,455,345	62
2024-03-31	£2,059,522	£2,000,585	£1,499,369	56
2023-03-31	£1,613,228	£1,591,587	£1,440,432	50
2022-03-31	£1,370,884	£1,282,596	£1,418,791	42
2021-03-31	£1,403,709	£1,255,748	£1,330,503	38

Trustees

Name	Role	Appointed
Christopher Jeffery		2021-08-02
Ciaran Peter Carvalho		2025-10-16
Dr Robert Henry Arnott		2024-12-03
George William Wade		2024-12-03
Katie Dootson		2021-08-02
Kirsty Ann Humby		2023-02-07
Lisa Georgina Androulidakis		2023-02-07
Maguette Kebe		2023-10-06

SHARE COMMUNITY LIMITED

England & Wales - Charity number 264894

Accounts

Share Community Limited Report and Financial Statements For the year ended 31 March 2025

Company Number: 01081030

Charity Number: 264894



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Status	The organisation is a Charitable Company limited by guarantee, incorporated on 9 November 1972 and registered as a charity on 19 February 1973.	
Governing Document	The company was established under a memorandum of association which established the objects and powers of the Charitable Company and is governed under its articles of association.	
Charity Registration Number	264894	
Registered Company	01081030	
Registered and operation address	64 Altenburg Gardens London SW11 1JL	
Board of trustees (Directors)	Kate Heaps Jayshree Davé Chris Jeffery Lisa Androulidakis Kelly Channer Kirsty Humby Maguette Kebe Steven Pettengell Katie Thomas Klementyna Zastawniak Victoria Medhurst Dr Robert Arnott George Wade	<i>Chair, Resigned 1 October 2024</i> <i>Vice Chair, Resigned 9 April 2024</i> <i>Treasurer</i> <i>Resigned 4 June 2024</i> <i>Resigned 3 June 2025</i> <i>Joined 3 December 2024</i> <i>Chair, Joined 3 December 2024</i> <i>Joined 3 December 2024</i>
Patrons	Lord Alf Dubs Patricia Hodge OBE Geraldine James OBE	
Company Secretary	Abi Carter	
Chief Executive	Abi Carter	
Bankers	HSBC 240 Lavender Hill London SW11 1LH	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Independent Auditors	HaysMac LLP 10 Queen Street Place London EC4R 1AG	

The trustees present their report and the audited financial statements for the year ended 31 March 2025.

Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (Second Edition).

Strategic Report

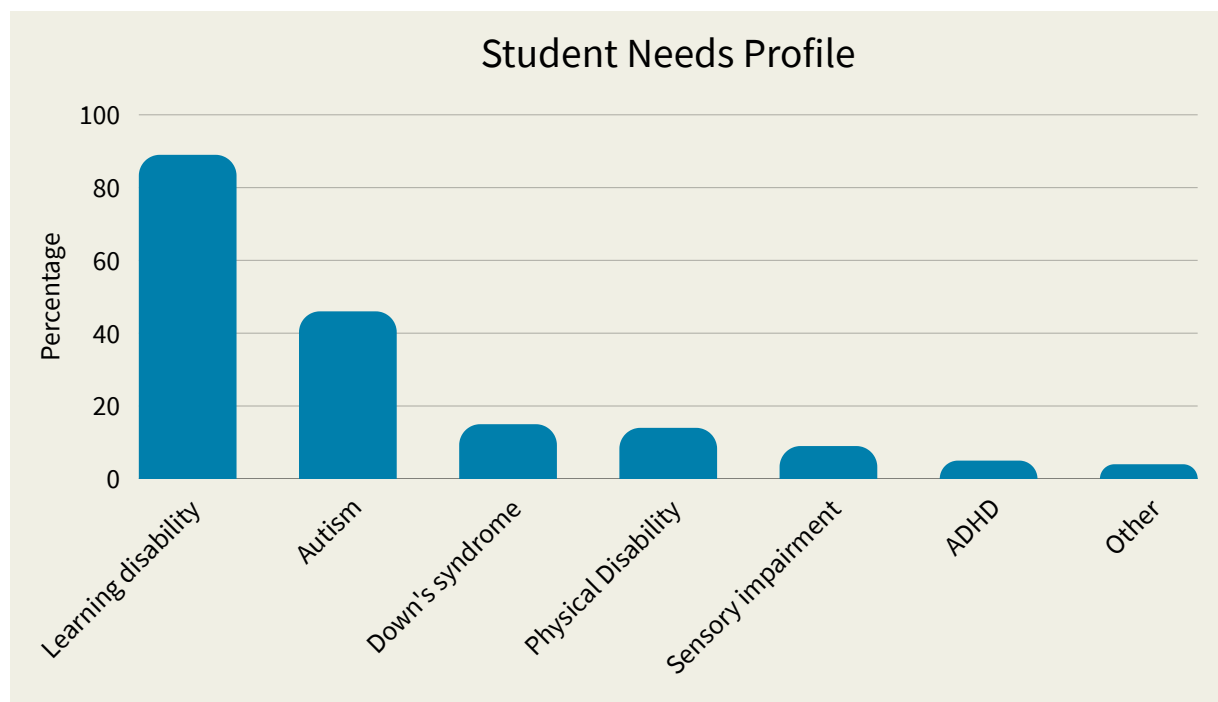
Who are Share's Students?

Share works with adults with learning disabilities and autism from across London. Our vision is of a world where disabled adults are genuinely valued and included, can make choices, and have the freedom to achieve their ambitions. Our mission – the role we can play in creating this world – is to provide a safe, empowering and progressive experience where disabled adults can develop their skills, wellbeing and purpose to enable them to live more independent, happier and healthier lives.

Adults with learning disabilities and autism suffer from significant health inequalities, which often reduce their life expectancy and quality of life, as well as poor access to training, education and social contact. At Share we aim to provide a holistic service, working with our students to understand their goals so we can provide them with the skills and confidence they need to take steps to live the lives they want to lead.

In the 2024-25 financial year, Share worked with 185 disabled adults across four South London sites: Altenburg Gardens in Battersea, We are 336 in Brixton, the Black Prince Community Hub in Kennington and the Share Garden in Tooting:

- 64% were male and 36% were female;
- The average age of our students was 37. 45% were 20-29 years old, and the next largest cohort were 30–39-year-olds, who constituted 22% of our students. The youngest student was 19 and the oldest was 74;
- Most of our students – 60% – come from minoritised ethnic backgrounds, with 40% of the total student body being Black / Black British, and 39% being White / White British.
- 67% lived in the 50% most deprived areas of England and Wales.



Our Objectives: Share Strategy 2023-2026

In November 2022, Share finalised a new, three-year strategy, defining our objectives from 2023 to the end of the 2025-26 financial year. In it, we laid out our new vision and mission.

To achieve our mission, we set out to provide a range of services at our sites and in our local communities aimed at:



Improving physical and mental health and wellbeing



Developing independent living skills



Ensuring our students can participate in their communities



Supporting our students into voluntary and paid work

We also undertook to ensure that everything we do at Share aligns with our values: respect, inclusivity, support, kindness, ambition and acting with integrity. We work with staff, students and volunteers alike to understand and reinforce these values when they are at Share.

We identified seven strategic objectives which we want to have achieved by early 2026 if we are to deliver our strategy:

- 1 Every student will have a clear sense of how they can progress through, and also out of, Share;
- 2 To make the most of our physical environment – for the benefit of our students, our staff and our neighbours;
- 3 To deliver high-quality services that make a positive impact, and to effectively demonstrate that impact internally and externally;

- 4 To develop local partnerships and networks which will help us deliver more / better services, maximise funding opportunities, and more effectively educate the outside world about our students' skills, needs and preferences;
- 5 To have diversified and grown our income streams so we are more financially independent and resilient;
- 6 To have a diverse, settled and well-resourced team of staff and volunteers who are fulfilled in their work, and developed, supported and challenged to be the best they can be;
- 7 To have back-office systems, hardware and processes that match the quality of our front-line services

In 24/25, we delivered several projects aimed at fulfilling our strategic objectives:

- ✓ **To support our students to progress through and beyond Share**, we established a successful working relationship with Status Employment and deepened our partnership with the Wimbledon Foundation, which led to six students securing work at the 2025 Wimbledon championships and others starting work and placements at hotels and record shops;
- ✓ **To make the most of our physical environment**, we moved into a new, accessible temporary building in our garden, established a staff room in and conducted a green audit of our Clapham Junction site, and implemented quiet spaces for students at all our sites;
- ✓ **To deliver more impactful programmes, and communicate how our work improves our students' lives**, we launched a new website, overhauled how we measure students' "I Can" objectives, conducted Equality Impact Assessments of our programmes, broadened our capture and analysis of EDI data;

- ✓ **We developed partnerships with other organisations** in Springfield Village so our students could use their horticulture skills outside of our garden walls, for the benefit of our new neighbours;
- ✓ **To diversify and grow our income**, we established our community cafe at Vauxhall as a fully-fledged social enterprise, open five day a week to the public for food and drink, and our team also catered for events both in and outside the cafe;
- ✓ **We continued to develop, support and challenge our staff and volunteers** by delivering professional development and team effectiveness training, in-house management training and established a competencies and behaviours framework for the 2025 appraisal process;
- ✓ **To have a diverse, settled and well-resourced team** of staff and volunteers who are fulfilled in their work, and developed, supported and challenged to be the best they can be;
- ✓ **To ensure our back-office systems and processes matched the quality of our front-line services**, we secured Cyber Essentials Plus accreditation;

Our Activities and the Impact They Make:

Our Programmes

We structure the core courses that we deliver each week at Share so they fall into three main categories which will inform our students' journeys through Share:

1. Student Objective:

“I Want to be Happy and Healthy”

> Personal Development Courses: Art, Creative Expression, Gardening, Health and Wellbeing, Music, Sport, Textiles;

2. Student Objective:

“I Want to Live More Independently”

> Independent Living Skills (ILS) Courses: Community Living, Home Cooking Skills, ILS, “My Life, My Way”, Out and About;

3. Student Objective:

“I Want to Get a Job or Qualification”

> Employability Courses: Catering, Community Cafe, Digital Finance, Horticulture, Maths and English, Steps into Employment.

We also provide volunteer-led social inclusion programmes at evenings and weekends – befriending and “Go Anywhere, Do Anything” (GADA) – which facilitates students' wishes to make and develop more friendships and relationships.

Each student agrees on objectives for each course they take at Share. These objectives take the form of “I Can” statements e.g. “I can listen to others”, “I can use public transport to go on trips”. A student is considered to have achieved an “I Can” when they demonstrate it twice independently.

This year, our students taking personal development courses achieved, on average, 54% of their objectives; those taking ILS courses achieved 55%; and those taking employment-related courses also achieved 56%.

Personal Development Courses: Art, Creative Expression, Gardening, Health and Wellbeing, Music, Sport, Textiles

Supporting and empowering our students to live happier and healthier lives underpins all we do at Share. This year, 135 students i.e. more than 70%, participated in at least one of our personal development courses, including art, creative expression, gardening, health & wellbeing, music, sport, and textiles. They have nurtured our students' creativity, given them platforms to express themselves, and developed their skills and confidence in looking after their own physical and mental health.

With input from students and tutors, we developed a theme of “This is Me” for our creative programmes – art, creative expression, music and textiles – so students across all the subjects would have opportunities to express themselves creatively and define their own individual identities.

Art was one of our most popular subjects. Each week, we ran seven different classes across three sites, and 60 students participated in the course. Whilst our art students in our garden were able to use the surrounding scenery for inspiration, those in Brixton could take advantage of the large room we use there to explore more performative expression.

In the summer of 2024, we partnered with the Royal Academy of Dance (RAD) to run a six-month project, culminating in a performance at RAD in December. RAD's RADiate programme is usually delivered to children and young people with additional learning needs, and this was the first time they had expanded provision to adults. Eight students collaborated with RAD to produce "The sun shines down on me when..." – a performance that explored themes of nature, connection, and celebration whilst embracing each dancer's unique personality. They moved with light balls to convey sunshine, autumn leaves were blown around the stage, and the audience participated by waving cloud props in the air, creating a wonderfully atmospheric experience.

The impact on the students was profoundly positive, with the class working well as a coherent team, students actively listening to their peers' suggestions and thoughts, and building confidence to share their creative ideas and opinions with others.

Five art students were also mentored by professional artists from Block336, to produce artwork that was exhibited as "In the Mix" at the Foundry. The artists developed work that expressed their individual aesthetic concerns and preferred ways of working. Colour, form and line were explored to produce work for the exhibition.

Wandsworth Council ran a competition for local learning disability organisations to submit artwork that would be displayed around their offices, and two pieces from Share students won awards. The themes were 'Go Green' and 'Hopes and Dreams for your Borough'. One of our art classes won their award for a collaborative piece called 'Coming Together', a vibrant and expressive collection of colourful vertical fabric panels depicting being at one with nature.

On an individual level, student Rehan created 'My Dream Community', a colourful and detailed piece showing an ideal community where harmony, activity and nature coexist seamlessly. The artwork is an inspiring reminder of the potential for creating harmonious and diverse living spaces, nurturing both the environment and our community.

On average, Art students achieved 69% of their objectives, developing skills such as self-expression ("I can use my imagination to design a personalised garment") and agency ("I can independently decide which Art materials I would like to use").

Music was also one of our most popular courses, with 59 students participating and, on average, students achieving 82% of their objectives. It gave students opportunities to develop their teamwork ("I can share instruments and space respectfully with my classmates"), communication skills ("I can show appreciation for my classmates' contributions by clapping or giving a thumbs-up") and leadership ("I can lead a performance"). The "This is Me" theme manifested itself in the achievement of objectives such as "I can express my feelings about the music we are playing or listening to" and "I can give an opinion about the music".

Creative expression and textiles are smaller programmes. 12 students took our creative expression class at our Brixton site, which is aimed at supporting students' foundational learning, practical and communication skills to then enable them to participate in other programmes. We ran a pilot Textiles class from January in the garden with four students, to test its effectiveness and their engagement, and this has now expanded and specific I Cans have been set for the 25/26 year.

Building on our students' desire to express themselves and explore more performing art, we launched a new weekly Drama group, hosted at Battersea Arts Centre. Run by a tutor with a side hustle in comedy, activities included dancing, singing and a dash of slapstick. Inspired by Laurel and Hardy, Mr Bean, and other artists our students find funny, a trio of students performed a skit at our first ever Supper Club at our café in March.

Sport can often bring drama (and comedy) all on its own. In July 2024, we opened a new sports class at our site in Vauxhall, opening the opportunity to be active to 50% more students. On average they achieved just under half their objectives, including how to take good care of themselves through warming up, staying hydrated and identifying the benefits of exercise.

Our Health and Wellbeing programme also expanded, with a new "Mindful Moments" session established in early 2025 in which students explored and experienced mindfulness through exercises that promoted relaxation and awareness. Students particularly valued meditation, and described feeling calm, safe, and more emotionally regulated after participating.

Yoga and stretching were also highly appreciated. Several students reported enjoying the physical release and the way their bodies feel after engaging in movement.

In our garden, we took the decision to explicitly define our vocational programmes and those focused primarily on improving students' wellbeing. We renamed the latter "gardening" (as opposed to horticulture) to make it more understandable and introduced less technical objectives e.g. around identifying and enjoying different parts of the garden and the birds and animals that live there.

Independent Living Skills Courses: Community Living, Home Cooking Skills, ILS, "My Life, My Way", Out and About

Eighty-eight different students participated in at least one of our ILS courses in 2024/25, in which crucial life skills such as cooking for oneself, being safe around the house and travelling confidently were developed.

Independent Living Skills is our third largest programme, after Music and Art. In all, 44 students learnt about making simple, healthy snacks at home, identifying safety risks at home and travelling safely. There was a wide range of achievement in this programme, with eight students achieving all their objectives which meant they could independently follow instructions and reduce risks at home, but most others focusing on reinforcing a couple of skills over the year.

Using public transport safely was the most-achieved objective in ILS, and there is a significant cross over with the 33 students who also do Out and About, where they learn about planning trips on google maps, understanding safety rules on trains and buses, and knowing how and where to ask for help. This illustrates the complimentary nature of many of our programmes, and students' ability to take learning from one programme into another.

The Community Living programme ran out of our Brixton site, and was pitched as a next step for Out and About students who are confident in their foundational skills but need more reinforcement / challenge. Ten students used their skills to explore their community in more depth, finding places to be active, buy healthy food and amenities such as libraries and post offices. Across both programmes, students achieved 41% of their objectives, with all of them able to plan their travel, find somewhere to exercise and find the local police station.

Our My Life, My Way course is also aimed at supporting our students to develop and explore their interests and support networks. It is principally aimed at our older cohort of students, many of whom have had less opportunity than their younger peers to be socially active and who grew up in an environment where people with learning disabilities were often more deprived of agency than is the case today. Twenty-one students learnt about how to make good / safe choices, and things that were within or outside of their control. On average, they achieved 52% of their objectives, with the majority finishing the year understanding how to plan to achieve things they want to do, and identifying who they could speak to if they needed help with their decisions.

Home Cooking Skills in Brixton continued to be one of our most popular courses, reliably at capacity with students wanting to learn how to cook for themselves. Achievement rates were consistently high across the board, with 76% of objectives being achieved including cooking healthy meals and drinks, serving sensible portion sizes and making a value-for-money meal. In a world where adults with learning disabilities suffer disproportionately from conditions which adversely affect their health such as obesity and diabetes, and have increased costs and less ability to earn than the non-disabled population, developing their Home Cooking Skills is hugely beneficial.

Case Study: Cooking at Home

In late 2024, we saw notable progress in supporting students to cook at home.

Our Home Cooking Skills tutor, Diana, worked with students to practise making pizza. She took multiple photos of them in action in the Home Cooking Skills kitchen, which they then took home to show to their parents and carers.

The next week, students were sent home with a ball of pizza dough, all their chosen toppings, passata and a recipe card. Their objective was to make a pizza and bring a photo of them doing so in to show her.

One parent wrote in:

“ I just wanted to relay my compliments and thanks to everyone at Share Community for their support with [Student] S. But a special thanks to the person who's involved with cooking with S on Wednesdays. Today, S brought home the ingredients and instructions for his dinner. He made his pizza and thoroughly enjoyed the experience. ”

Employability Courses: Catering, Community Cafe, Digital Finance, Horticulture, Maths and English, Steps into Employment

In total, 92 students took employability courses over the course of the year. Share delivers catering and horticulture themed courses aimed both at developing skills specific to those sectors as well as transferable skills such as customer service, teamwork and handling money. We also provide a range of programmes which develop the foundational skills and understanding necessary for work e.g. numeracy, literacy, comfort using digital technology and confidence in negotiating job application processes.

In our commercial kitchen in Clapham, 29 students worked with our chefs to provide 40-50 meals daily to fellow students and staff in the canteen. They developed skills such as serving meals, using appliances safely, and maintaining a clean kitchen. We also rolled out menus including at least two meat-free days per week to reduce our carbon footprint, introduce students to alternatives to meat, and encourage healthier choices. On average, students achieved 59% of their objectives.

Thanks to support from Wandsworth Council's public health team, and using the kitchen at local co-living space, Folk at Sunday Mills in Earlsfield, three students worked with our chef Tim to make a series of films to encourage adults with learning disabilities and autism to get cooking. There is a dearth of training materials that are appropriate for our students – either they are aimed at children, or they do not feature disabled or autistic actors.

We made a video setting out how to cook a healthy lentil bolognese, and also five short videos on kitchen skills and safety. A recipe book will follow in 25/26.

Most of the students who are now training at the Community Cafe started off in our Catering programme. Now, in the cafe, they are producing free meals to distribute to members of the local community who need them, as well as making coffees, lunches and cakes to sell to members of the public (and the ever-enthusiastic Share and Black Prince Community Trust staff). Many of the 17 students, worked on achieving in excess of 20 objectives, covering aspects of working in a cafe such as health and safety, customer service and making barista-grade coffee. In total, on average, they achieved 77% of their objectives.

Achievement rates vary quite significantly, due to the range of tasks e.g. students are pretty much universally able to package and label community meals and keep the cafe space tidy, but a technical task like cleaning the coffee machine takes longer to learn.

In July, thanks to a grant, we were able to introduce a new day of Steps in the cafe, which brought the number of students accessing the course up to 25. That has enabled several students to access the cafe twice a week and, after the initial pilot which included defining each students' objectives in the latter half of 2024, students have achieved 44% of their objectives with particular success in creating accessible personal statements, finding out about volunteering opportunities and communicating their strengths.

The Steps class at Clapham Junction also achieved many objectives – 69% - with success in completing work experience, and demonstrating good attitudes in the workplace.

In London, only 5.3% of adults with learning disabilities aged 18-64 work, but the achievements of our Steps and cafe students have been a great source of pride this year. Eleven secured interviews to work at the Wimbledon Championships, with six successfully being appointed.

Case Study: Getting a Job

Shammah was our first student at the community café, having come on in leaps and bounds since he started with us. He has always had a passion for cooking and using different spices and flavours. Over time he has perfected his trademark onion chutney and has been learning the distinct roles in the kitchen and café.

Shammah has also worked incredibly hard on his time management skills with staff support. He has gone from arriving late at the café to being on time, if not early. At the end of 2024, he interviewed and secured a work placement in the kitchen at H10, Waterloo for 8-10 weeks starting in January. In March he then secured a job working at the 2025 Wimbledon Championships.

Maths and English and Digital skills, which 23 and 28 students respectively take, aim to provide students with the foundational skills and confidence they need not just to work but to do many of the things needed to get to work, like pay for goods and services, and understand signage.

In Maths and English, students learnt to identify different denominations of coins, compare different values and lengths, speak about topics that interested them, and obtain information from listening to others. In Digital skills, which we introduced at the garden as well as at Clapham Junction, in order to open it up to a different cohort of students, our students learnt how to safely use different apps, understand their accessibility features, and undertake basic word processing. On average, students achieved 82% of their objectives.

Elsewhere in the garden, the vocational Horticulture students worked on using equipment safely, following instructions, and then were able to take their skills out to different sites. They worked with fellow students growing vegetables on the roof of our Brixton site, and planted herbs to use in the meals at our cafe.

In late 2024 we launched a new scholarship scheme in partnership with The CiaO Foundation. CiaO and their partners Act 111, Almacantar and London Metric are funding an extra day a week of training for up to three years for three students, with the aim of supporting them into work. Ten students applied for the scheme, with the three successful applicants now studying catering and digital skills.

Social Inclusion: Befriending and “Go Anywhere, Do Anything”

This year, we re-established our befriending programme, with 14 volunteers supporting 14 students over the course of the year to access 252 hours of social activity during 126 meet-ups. Volunteer befrienders supported our students to do a broad range of social activities including going to the gym, visiting museums and galleries, and going to cafes.

Additionally, we successfully kept our volunteer social buddies in our (GADA) social inclusion programme engaged whilst we reframed the project when its funding had come to an end in the Spring of 2024. We ran a few trips particularly targeting the students in most need of social interaction, and ran hang outs at our Clapham site – turning our learning spaces into karaoke rooms, cinemas and restaurants – which 43 students attended. This allowed us to relaunch the project once we had secured funding again.

Case Study: Befriending with Kealan and Zain

Our student Zain and his volunteer Kealan have been meeting up as befrienders since May 2024. From the moment they had their introduction on Zoom it was clear to us that this was going to be a really good experience for Zain, with him so excited to meet Kealan.

They've been meeting up to do a range of activities every two weeks. Most of these have been sporty ones because Zain has expressed a desire to get active and stronger. They go to the gym together regularly, and on sunnier days have been to the park to play football and basketball. Kealan has also supported Zain to make PowerPoints about some of his favourite topics, which is something Zain has been keen to do.

But the befriending relationship has been much more than just a means to get active, with Zain also feeling confident enough in the relationship to talk to Kealan about his feelings. Zain often debriefs with Kealan about trickier things that have been happening at Share, with Kealan able to provide reassurance and perspective to Zain.

When asked what he likes about Kealan, Zain told me the following:

“ He's nice and friendly and I feel comfortable around him. He helps me to use equipment at the gym which I didn't know how to use before. ”

Zain was quoted in our Outcomes Star report saying that:

“ Having a befriender like Kealan has made him happy and has allowed him to do activities that he's always wanted to do with a friend. ”

One of Zain's main goals at Share has been to begin forming meaningful relationships with his peers. We've been so impressed by his ability to do this with Kealan, with his approaching the relationship with energy and enthusiasm as well as a genuine interest in Kealan as his own person.

When asked how he feels about how the relationship is going, Kealan told me that:

“ I love it, I really enjoy hanging out with Zain. He is very forthright about what he wants to do, which makes my job a lot easier. He has so many ideas about what he wants to spend our time doing, such as suggesting doing some creative writing together when I asked him what he wanted to do over the winter as it gets darker. ”

It's clear to us that having a befriender allows Zain to have a richer social life and opens a whole range of activities that he's so ready to do!

Impact by Demographics

This year, for the first time, we segmented our students' I Can achievements by some key demographics. We found that:

There was minimal difference between women and men's attainment of I Cans – women averaged 76% compared to men's 75%.

- Our Asian / Asian British students had the highest achievement rates, on average achieving 80% of their I Cans. Black / Black British students achieved 77% of their I Cans on average, which was higher than students who are white (74%) were Mixed Race (69%) or who chose "Other" (76%) as their ethnicity. Previously, our Black students have been our lowest scoring cohort in our Outcomes Star assessments, so it is positive to see progress, and we will now investigate what steps we can take to try to reduce the 11-point difference between the highest and lowest achieving ethnicities.
- Our students with sensory impairments, learning disabilities and autism (note there will often be overlap so some students will be counted multiple times) scored above the Share-wide average of 76%, and our students with Down's Syndrome's scores were exactly on average. The students with mental health issues and physical disabilities scored below average.
- With regards to age, the students aged between 35 and 44 showed the highest I Can achievement rates, with a 79.4% average. Next were those between 25-34 (78.5%) and those between 55-64 (75%). Our oldest students (65+) had the lowest average, which may well illustrate the benefit of some specific older-student focused programmes.

- Two thirds of our students live in the most deprived parts of London (Indices of Multiple Deprivation 1-5) and achieved 75% of their I Cans. The average achievement of students who live in communities with IMDs of 6-10 scored 77%.

In 2025/26 we will have both Outcomes Star and I Cans scores to compare, to see if the two frameworks tell us different things about our students and/or give us a steer on whether we need to amend either.

Student Wellbeing

Our dedicated Wellbeing team supported our students and their families in a variety of ways, both inside and outside of Share. Aside from the daily work with students to support them to manage their mental and physical health, so they can access as many of their Share classes and activities as possible, they also supported students and their families in reviews with social services, and through signposting to other services.

Within Share, they ran workshops on dealing with loss and bereavement, which included discussions on the meaning of loss, and incorporated discussion cards, stages of grief matching cards, memory jar sheets, and resources booklets with helpline information to reinforce learning at home.

The student choir performed at our annual Student Awards in December. The choir was established earlier in 2024 by one Wellbeing Officer and, although she had a period of absence due to illness, was continued by another

Wellbeing Officer and several tutors. Despite having never performed in front of a big audience, and with the challenge of having to fit several songs into a 15-minute time slot, the students sang in front of c. 200 people in the Civic Suite in Wandsworth. The choir enabled several students to take solo leads in songs (including a couple of men who speak very quietly / rarely project) and enabled students from different classes to work together brilliantly to create performances greater than the sum of their parts.

At the end of 2024, with a change of leadership of the Wellbeing function, we focused on a more positive and less risk-averse approach to wellbeing, making sure our values were at the centre of all our work with students. We reinvigorated our students' celebrations reporting and communication, which served to encourage other students to emulate their peers. And we spent more time on energy on positive behaviour support, and working with families to cascade good practice into students' home environments.

One of our Wellbeing Officers was primarily based at the garden, and her work ensured that the transition to the new building was as logistically and emotionally smooth as possible for the students. She introduced students gently to the new space they would be working from, and ensured they had agency over how rooms would be used and named. Despite our concerns about the potential adverse effect of the disruption, the students really embraced the move, understood that it was to make things better for Share in future, and dealt with some changes to how days would work at the garden.

Case Study: Supporting a Student Through a Cancer Diagnosis

The student was observed to be experiencing a decline in both her physical and mental health, compounded by a recent cancer diagnosis that necessitated frequent emergency services and hospitalisation. Due to the student's previous negative experiences in medical settings, she was very resistant to undergoing necessary medical examinations and engaging with healthcare professionals.

Our team worked closely with the student and her family/carers to provide extensive support. This included developing and sharing social stories with her to explain the procedures involved in health checks and hospital appointments, providing the student and her family with easy-to-read resources to reinforce the information with her at home, and preparing her for her medical appointments to alleviate anxiety and ensure compliance.

As a result of these interventions, the student started receiving treatment. Furthermore, to address additional concerns of her self-neglect and poor diet raised by her family, our team assisted the student in identifying suitable soft diet options and provided smoothies for her to consume at Share and at home.

Our Organisation

Challenges

The main challenges in 23/24 stemmed from low incoming student numbers, a difficult financial climate, and maintaining a good level of service amongst the disruption of our garden site being redeveloped.

In January we moved out of the basement of Springfield University Hospital, which had been the base for our horticulture programme for 30 years. We moved into a temporary building, that had formerly been an NHS staff canteen, adjacent to the garden. With construction around the site in full swing, our operations in the final months of 2024 were adversely affected by utilities outages and the gradual removal of services from the hospital building. On a few occasions this meant we had to close our site, usually due to water outages.

Like many other charities, our bottom line was adversely affected by the increase in employers' NI contributions announced in the autumn of 2024, and local authorities' finances are such that there still remains a significant gap between what it costs us to run our statutory service and their funding for it. The South West London Integrated Care Board also announced the cessation of their funding to reduce health inequalities during the year, further exacerbating the shortfall of statutory funding.

Volunteering

It was a busy and successful year for our volunteer projects at Share, with a significant increase in the amount of support provided for our students by our volunteers.

Aside from the success of growing our befriending programme and maintaining GADA, as noted above, we significantly increased the amount of classroom volunteers to cover 78% of volunteering slots, compared to 33.3% last year.

This support has been hugely valuable to students and tutors alike, with volunteers able to spend dedicated time with individual students to support them with their learning.

We have continued to host corporate volunteer days, with seven different organisations contributing their time and skills over nine days, including supporting our Steps students to run a public-facing stall selling student-made art, baked goods and plants from our garden. We had two higher-impact corporate days, where the volunteering organisations curated a days' worth of activities for our students. As they did last year, our Clapham neighbours Brand Brewery organised a Summer Sports Day for our students. On top of this, volunteers from the Wellcome Trust supported three of our classes to visit their gallery space at the Wellcome Collection, to see an exhibition about experiences of disability.

Volunteer role	Number in March 2025	Number in March 2024	Difference
Social buddies	36	35	+1
Classroom volunteers	36	16	+20
Befrienders	12	1	+11
Miscellaneous	3	1	+2
<i>Total volunteers</i>	<i>80</i>	<i>53</i>	<i>+27</i>

Professional Development

In July 2024, we had an organisation-wide away day, where we worked with an organisation called Performance Catalyst. Each staff member received an “Insights Discovery” profile to help them explore their preferred ways of working and communication, and help them understand how they could more effectively interact with others. Teams used the insights to look at how they worked together, and managers went on to have workshops on leadership and communication.

In-house management training was also provided to managers and co-ordinators by our Head of People and Culture.

We worked through implementing recommendations made on the back of our Investors in People Gold accreditation in 2023, including setting out a competencies and behaviours map for the 2025 round of appraisals with the aim of having a framework that would then be used to add a performance related element to pay each year.

Staff Wellbeing

Our Staff Wellbeing Working Party continued its good work, recommending the implementation of several measures in response to staff feedback including a new staff room at our Clapham Junction site and audio buffering in the communal office.

They undertook the annual staff survey, which was completed by two-thirds of staff (up from 55% the previous year). The vast majority of staff – 92% – felt their achievements were recognised at work, 66% felt the benefits package was good or excellent, and 36% felt their work environment had improved over the past year. Most staff said they felt supported (74%) or somewhat supported (21%) in their role and 57% said their work-life balance was good or excellent, which was a 15-point increase over the previous year.

Areas for improvement / development included reducing office clutter to make it a better space to work and learn, improved IT and increased collaboration between sites. In a difficult financial climate, staff were also concerned about the impact of bringing in new students on existing students, albeit understanding the necessity of doing so.

Fundraising Approach and Performance

Our community cafe continued to be the most attractive programme for trusts and foundations, with more than £125k raised for it this year, both to fund the catering operation and also to improve the effectiveness of our Steps into Employment programme by establishing a new, practical day of learning run from the cafe. Other programmes that attracted funding included volunteering, healthy living, sport and community-based activities.

The SW London Integrated Care Board supported our wellbeing work with health inequalities funding – both for wellbeing delivery and also a project looking at the extent to which poor access to and understanding of the benefits system contributed to poor health outcomes for disabled and autistic adults.

Fundraising was undertaken by the Chief Executive, and the Head of Volunteering and Community Services, and in the new year we engaged a fundraising consultant to start developing a plan for individual giving. We brought in £470k through fundraising, which was £43k less than in 2023/24. This was mainly due to lower than anticipated income from the South West London Integrated Care Board towards our work to reduce health inequalities.

In 2023 we registered with the Fundraising Regulator, not because we spent sufficient amounts on fundraising to be required to, but more to send a clear signal that we adhere to the standards of the Fundraising Code of Practice, for example complying with equalities law, taking into account the needs of a potential donor in vulnerable circumstances to make an informed decision, and not exploiting the vulnerable circumstances of any donor at any time. In the year under review, there were no complaints about Share's fundraising activity (2024: number of complaints was also nil).

Plans for the Future

Our strategy sets out what we're aiming to achieve in the 2025/26 financial year. We are aiming to deliver 26 strategic projects in 2025/26, principally aimed at consolidating the growth we've seen over the past two years, expanding our impact reporting, and reviewing our systems and processes to ensure they're fit for the more complex organisation we've become. We are aiming to:

- Undertake a data consolidation and restructuring project for our CRM system to enable better reporting and use tech to better provide person-centred services to our students;
- Review key student-facing processes, and embed positive behaviour support approaches to ensure they're consistently applied across all sites;
- Use data better to drive student recruitment and inform programme development;
- Develop and begin the implementation of an EDI strategy;
- Increase the number of individuals who donate to Share, and broaden our reach in boroughs other than Lambeth and Wandsworth;
- Agree KPIs so we're all clear on how we measure our performance;
- Redesign our new garden space and establish effective and impactful programming in our new, temporary, building;
- Support more students into work through our social enterprises and employability courses;
- Have volunteers support more staff and students both at and away from Share;
- Empower our students to make healthier choices around food and physical activity, provide more opportunities for students to lead and co-produce physical activity sessions, and support our students with the tools they need to practise their skills at home.

Our Organisation

Public Benefit Statement

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

The trustees affirm that our organisation benefits members of the public who are disabled or have long term health conditions by providing them with a range of programmes, activities and support in order that they may realise their potential and live the lives they want to lead. Share supports people to live happier, healthier and more independent lives. Some Share students work towards nationally recognised qualifications to give them better employment and development opportunities. Some do not aim for formal qualifications, instead building portfolios detailing their learning and skills development. Share does not have a geographical limitation in terms of who may use our services, although some of our contract work stipulates that we work with students from certain London boroughs on specific programmes. Students' fees are usually paid by local authorities, the NHS, or contracts with government agencies. Some students use direct payments or individual budgets to purchase their training at Share. Fees do not cover the whole cost of the services and so charitable donations provide a vital contribution to subsidise our services.

At Share, we believe that everyone has something positive to contribute to their community. The team enjoy working within the wider community, for example linking with community groups and local businesses to diversify the services we can offer. Share's garden, within the grounds of Springfield Hospital, adds to the amenities available for hospital staff and patients, supplies

some of the ingredients used by the Share kitchens, and brings in members of the public, who purchase our produce. Our cafe and food distribution programme at Vauxhall provides free and affordable food to local people and community groups who use the site.

Structure, Governance and Management

Share Community's constitution is set out in the Memorandum and Articles of Association, first drawn up in 1972, revised in 1997, in 2012 and again in 2022 and 2024. Share Community ("Share") is a registered charity and company limited by guarantee. Operational activities are delegated by the trustees to the Chief Executive ("CEO") and their staff.

During the year under review, there were 12 trustees, who are also directors of the company. Three trustees were appointed – including a new Chair – and two resigned having served their terms. When recruiting new trustees, the board and CEO assess the range of skills and lived experience needed and advertise our vacancies using a range of trustee recruitment platforms and through professional and social media networks. A recruitment panel is comprised of a selection of trustees and includes relevant members of the Senior Leadership Team depending on the skills required which of the candidates has the skills and experience required.

All appointments are subject to satisfactory references and an enhanced Disclosure and Barring Service check and are ratified by the whole board. Following the most recent recruitment, the average age of our trustees is 41, 70% are female, 20% of our trustees are from a minoritised ethnic background and two have lived experience of being

autistic and/or being a carer of an adult with learning disabilities.

The board of trustees meets bi-monthly in person, and sub-committee meetings are held online. All our sub-committees meet quarterly. The Finance sub-committee is tasked with reviewing the overall financial position for appropriateness, monitoring the financial management techniques employed at all levels within the organisation and receiving the annual financial statements before board approval. Previously, it had been the "Finance and Operations" sub committee, but operations should sit with the executive and, practically, the committee was solely focused on finance, so we removed the operations aspects from its responsibilities. The HR and Safety committee review adherence to policies, staff wellbeing and training, procedures for managing pay levels, performance and succession planning. They ensure that health and safety is monitored, and compliance is maintained to ensure Share is a safe place to work. The Quality and Impact committee monitors progress against Share's aims and objectives, and looks at the quality of service being provided to our students. Each trustee attends at least one of these sub-committees, and the CEO attends them all. All the committees' Terms of Reference were reviewed and updated in June 2024.

The board appraises itself through a series of surveys on sub-committee effectiveness and feedback on chairs, and the Chair meets with each Trustee one to one at least once a year. The Chair has biennial 360° appraisal facilitated by the Chair of the HR and Safety Committee and meets with the CEO on a fortnightly basis, with the CEO agreeing and reporting on her objectives to him. All the committees have Terms of Reference, and all delegated matters are included in a scheme of delegation approved by the board. The CEO reports directly to the board.

Significant financial decisions are referred to the board. and Trustees are notified of any issues of

concern, including safeguarding issues and serious incidents.

In April 2024, the Board and SLT had an away day which focused on our strategic priorities for 2024/25 and the principles underpinning the development of our social enterprises.

New trustees receive a thorough induction including receiving information about Share, its governance and strategic documents and the roles and responsibilities of a trustee. They also receive the latest guidance for trustees from the Charity Commission. During their induction, they visit Share to learn more about our organisation, our staff and students, and benefit from buddying with an existing trustee.

Communication is carried out via Microsoft Teams and email, and all trustees have Share email accounts through which they conduct Share business. The CEO also sends updates on Share activities and developments between board meetings, for which the board receive more detailed reports. Two trustees lead on developing close relationships with, and understanding of, our four sites.

At the end of the year under review, there were there were 59 permanent members of staff (equivalent to 44 FTE), supplemented by a "bank" of 10 casual staff who provide our students and staff with highly-skilled additional support. Our SLT reduced from six to five, with the departure of the Head of Student Wellbeing and Impact at the end of 2024. The Head of Training took on much of her responsibility, and became the Head of Training and Wellbeing, and the Head of Volunteering and Community Services assumed interim responsibility for the enrolment of new students. They sat on SLT with the CEO, Chief Finance and Operating Officer, and Head of People and Culture.

The Management Group included SLT, plus a Senior Training Manager, MarComms Manager, and co-ordinators of our Tooting and Vauxhall sites.

Remuneration of Key Management Personnel

The Remuneration Committee, a small group of trustees who make a recommendation to the whole board, reviews the pay of the SLT annually. Any increases are made in accordance with any inflationary-related increases that have been recommended to Finance committee for the rest of

the team, as well as being benchmarked against pay levels in other charities, as we seek to ensure that salaries are competitive to recruit and retain excellent staff and are commensurate with the responsibilities of each role.

Financial Review

The Charity's income was £2,290,762 in the year ended 31 March 2025, compared to £2,059,522 in 2024. The total expenditure was £2,334,787 in the year ended 31 March 2025, compared to £2,000,585 in 2024. The net result was therefore a deficit of £44,024 during 2024/25 of which the unrestricted deficit was £50,994 and £6,970 was restricted surplus compared to surplus of £58,937

in 2023/24 of which £71,584 unrestricted surplus and £12,647 was a restricted deficit.

The Charity held unrestricted funds of £1,448,375 at the year end, of which £1,018,589 is tied up in fixed assets (inclusive of the loan and mortgage secured against the Altenburg Gardens building).

Reserves Policy

During the year, the trustees have reviewed the reserves policy and have re-examined Share's requirements for free reserves in the light of the predominant risks to the organisation and its working capital requirements. Free reserves are defined as Current Assets less Current Liabilities (excluding the short-term element of the mortgage debt secured on the Altenburg Gardens building). This represents Share's available working capital. Reserves were £430,000 at 31/03/2025 (£511,000 at 31/03/2024).

Share aims to have free reserves sufficient to meet vulnerabilities in its planned operations

and to have a degree of flexibility to invest in new areas. The Trustees have set a target range for free reserves of £430,000 to £460,000. This represents around 19% of forecast expenditure in the coming year, which the Trustees expect will safeguard the continued liquidity of the Charity while allowing project opportunities for future development to be pursued. Over time, the Trustees expect the target range to rise, reflecting the growth of charitable activities and increased organisational complexities. At the year-end, the level of reserves was in line with the Trustees' reserves policy.

Risk Statement

A full risk review was conducted in May 2025. The Board assessed identified risks based on high, medium, and low impact and probability. Mitigating actions have been identified to all risks, and, in the trustees' opinion, all known risks have been anticipated and the board is confident that they can be managed.

We identified the biggest risks to Share as:

- A new garden building / site being inadequate for our needs or being delayed in being delivered due to not receiving planning permission, which would result in disruption to our services;
- Insufficient income from local authorities due to: under-resourced adult social care departments being unable to deliver an efficient referral process; income from councils not adequately mirroring our increasing costs; being unable to appropriately cater for students with increasingly complex needs;
- Failure to fundraise sufficient income to supplement the shortfall in statutory funding;
- IT and utility outages which would severely disrupt services, particularly in the garden during phases of construction.

Mitigations to the above risks include:

- Working with local authorities to secure funding that reflects the increased cost of provision;
- Diversifying our income streams to be not so reliant on local authority funding;

- Investing in fundraising and student enrolment resource;
- Strengthening relationships with council planners and the property developer, City & Country, so our needs are understood, and increasing the resilience of our systems so they can better withstand disruption.

Recruitment of students is key to achieving income targets, and this is kept under scrutiny by senior managers and trustees through weekly SLT meetings, the Finance sub-Committee, and meetings of the full board of trustees.

Other risks identified included serious harm to staff or students, and we continued to deliver more training, particularly around safeguarding and positive behaviour management, and challenges around maintaining adequate staffing cover and quality control over four sites – which we mitigated by upskilling more site managers and co-ordinators to take on more responsibility.

Statement of Trustees' Responsibilities

The trustees (who are also Directors of Share Community Limited for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). They are listed on page 3.

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of

the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

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

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

In so far as we are aware:

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

Members of the Charity guarantee to contribute an amount not exceeding 25p to the assets of the Charity in the event of winding up. The total number of such guarantees on 31 March 2025 was £10 (2024: £10). The trustees are members of the Charity, but this entitles them only to voting rights.

Auditors

Haysmacintyre have expressed willingness to continue in office. A resolution to re-appoint Haysmacintyre will be proposed at the board meeting in December 2025.

The report of the trustees has been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

In preparing this report, the directors have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006.

Approved by the trustees on 16th October 2025 and signed on their behalf by:



Dr Robert Arnott
Chair



Chris Jeffery
Treasurer

Opinion

We have audited the financial statements of Share Community Limited for the year ended 31 March 2025 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as of 31 March 2025 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for Opinion

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

Conclusions Relating to Going Concern

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

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

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

Other Information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on Other Matters Prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which is also the Directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on Which We Are Required to Report by Exception

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

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charities Law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to improper recognition of revenue, particularly the completeness and cut-off of contract income and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Jane Askew (Senior Statutory Auditor)
for and on behalf of HaysMac LLP, Statutory
Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 26 November 2025

SHARE COMMUNITY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (including an income and expenditure accounts)

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total 2025 £	Total 2024 £
INCOME FROM:					
Donations and legacies income	2	-	36,970	36,970	52,912
Other Trading Activities		-	26,810	26,810	25,677
Investments		-	10,490	10,490	5,752
Charitable Activities:					
Independent Living Skills		288,598	1,352,384	1,640,982	1,500,263
Horticulture		69,597	328,958	398,555	473,766
Employability Training		30,932	146,204	177,136	-
Other		-	-	-	1,150
TOTAL INCOME		<u>389,127</u>	<u>1,901,636</u>	<u>2,290,763</u>	<u>2,059,522</u>
EXPENDITURE ON:					
Raising funds		-	17,375	17,375	33,606
Charitable activities:					
Independent Living Skills		250,241	1,278,150	1,528,392	1,426,102
Horticulture		100,425	509,388	609,813	540,874
Employability Training		31,491	147,716	179,207	-
		<u>382,157</u>	<u>1,952,630</u>	<u>2,334,787</u>	<u>2,000,585</u>
TOTAL EXPENDITURE	3	<u>382,157</u>	<u>1,952,630</u>	<u>2,334,787</u>	<u>2,000,585</u>
Net income/(expenditure) for the year		6,970	(50,994)	(44,024)	58,937
Fund balances brought forward	13	-	1,499,369	1,499,369	1,440,432
TOTAL FUNDS CARRIED FORWARD	13	<u>6,970</u>	<u>1,448,375</u>	<u>1,455,345</u>	<u>1,499,369</u>


All of the above results are derived from continuing activities.
 There were no other recognised gains or losses other than those stated above.
 Movements in funds are disclosed in note 13 to the financial statements.
 Comparative figures for 2024 are disclosed in note 15 to the financial statements.
 The notes on pages 31 to 41 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025		2024	
		£	£	£	£
FIXED ASSETS					
Tangible assets	7		1,467,282		1,483,114
CURRENT ASSETS					
Debtors	8	198,288		252,062	
Cash at bank and in hand		493,961		420,869	
TOTAL CURRENT ASSETS		692,249		672,931	
Creditors: amounts falling due within one year	9	(303,949)		(207,480)	
NET CURRENT ASSETS			388,300		465,451
TOTAL ASSETS LESS CURRENT LIABILITIES			1,855,582		1,948,565
Creditors: amounts falling due after one year	10		(400,237)		(449,196)
NET ASSETS	11		1,455,345		1,499,369
FUNDS OF THE CHARITY	12				
Restricted income funds			6,970		-
General funds			1,448,375		1,499,369
TOTAL CHARITY FUNDS			1,455,345		1,499,369

The financial statements were approved and authorised for issue by the board of the trustees on 16th October 2025 and were signed below on its behalf by:



 Dr Robert Arnott
 Chair

Chris Jeffery

 Chris Jeffery
 Treasurer

The notes on pages 31 to 41 form part of these financial statements.

SHARE COMMUNITY LIMITED

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2025

	Notes	2025 £	2024 £
Net cash provided by operating activities	A	141,159	46,914
Cash flows from investing activities:			
Interest from investments		10,490	5,752
Purchase of tangible fixed assets		(32,824)	(45,655)
Net cash used in investing activities		(22,334)	(39,903)
Cash flows from financing activities:			
Repayment of loans		(45,733)	(42,656)
Net cash used in financing activities		(45,733)	(42,656)
Change in cash and cash equivalents in the reporting period		73,092	(35,645)
Cash and cash equivalents at the beginning of the year		420,869	456,514
Cash and cash equivalents at the end of the year		493,961	420,869

A: Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	2024 £
Net movement in funds (as per the SOFA)	(44,024)	58,937
Depreciation charges	48,656	47,859
Interest from investments	(10,490)	(5,752)
Decrease/(increase) in debtors	53,773	96,090
(Decrease)/increase in creditors	93,244	(150,220)
Net cash provided by operating activities	141,159	46,914

B: Analysis of net debt

	At 1 April 2024 £	Cash flow £	At 31 March 2025 £
Cash at bank and in hand	420,869	73,092	493,961
Loans falling due within one year	(45,231)	(3,224)	(48,455)
Loans falling due after one year	(449,196)	48,959	(400,237)
Total	(73,558)	45,735	(27,823)

1. ACCOUNTING POLICIES

a) Basis of Accounting

The 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) (second edition effective 1 January 2021) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Share Community meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value.

b) Preparation of accounts on a going concern basis

Having reviewed the funding facilities available to the Charity together with the expected future cash flows, the trustees have a reasonable expectation that charity has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the charity's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

c) Income recognition

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

d) Donations and legacies

Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably. Volunteer time is not included in the financial statements.

e) Contractual fee income

Contractual fee income is recognised to the extent that the charity has provided the services. Where such income is received in advance, the income is deferred until the charity becomes entitled to them.

f) Grants

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, the amount of income receivable can be measured reliably and there is probability of receipt.

Grants for the purchase of fixed assets are credited to restricted income when receivable. Depreciation of fixed assets purchased with such grants is charged against the restricted fund. Where a fixed asset is donated to the charity for its own use, it is treated in a similar way to a restricted grant.

1. ACCOUNTING POLICIES (continued)**g) Expenditure**

Expenditure is recognised in the period in which they are incurred. Expenditure includes attributable VAT which cannot be recovered.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis being an estimate, based on staff time, of the amount attributable to each activity.

	Salary and overheads	Support costs	Governance costs
	%	%	%
Raising funds	1%	1%	-
Independent living	59%	65%	65%
Horticulture	24%	26%	26%
Employability training	7%	8%	8%
Support	7%	-	-
Governance	2%	-	-

Governance costs include the management of the Charitable Company's assets, organisational management and compliance with constitutional and statutory requirements.

h) Raising funds

The costs of raising funds relate to the costs incurred by the Charitable Company in raising funds for the charitable work.

i) Depreciation

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life: The depreciation rates in use are as follows:

Building	Over 100 years on the cost of building
Property improvements	25 years
Equipment	4 years
Fixtures and fittings	4 years
Motor vehicles	4 years

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

j) Restricted funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.

k) Unrestricted funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity.

l) Designated funds

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

m) Transfers

Transfers are made between funds to subsidise restricted funding, or if additional funds are designated by the trustees.

1. ACCOUNTING POLICIES (continued)

n) Rentals

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

o) Pension scheme

Share Community provides 5% on top of the salary to be paid directly into Share's Defined Contribution Pension Scheme with The Pension Trust (TPT). All employees also contribute a minimum of 5% (from April 2023) into their pension scheme.

p) Financial Instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

q) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

r) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

s) Creditors and provisions

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.

t) Deferred Income:

Deferred income represents funds received in advance of delivering specified services or meeting related conditions. Such income is recognised in the Statement of Financial Activities only when the charity is entitled to the funds, and until then is recorded as a liability in the balance sheet.

u) Legal status

Share Community is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to 25p per member of the charity.

v) Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no judgements or estimates critical to the financial statements.

2. DONATIONS AND LEGACIES

	Restricted £	Unrestricted £	2025 Total £	2024 Total £
Donations, gifts and subscriptions	-	36,790	36,790	52,912
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

All donations income in 2024 was unrestricted.

3. EXPENDITURE

	Raising Funds 2025	Independent Living 2025	Horticulture 2025	Employability Training 2025	Support Costs 2025	Governance 2025	Total 2025
	£	£	£	£	£	£	£
Staff costs (note 5)	8,991	1,034,155	415,018	129,352	122,253	33,335	1,743,104
Direct cost	7,354	340,717	133,186	30,536	58,799	21,091	591,683
Other costs	-	-	-	-	-	-	-
	<u>16,345</u>	<u>1,374,872</u>	<u>548,204</u>	<u>159,888</u>	<u>181,052</u>	<u>54,426</u>	<u>2,334,787</u>
Support costs	1,031	117,880	47,306	14,834	(181,052)	-	(1)
Governance costs	-	35,639	14,302	4,485	-	(54,426)	
	<u>17,376</u>	<u>1,528,391</u>	<u>609,812</u>	<u>179,207</u>	<u>-</u>	<u>-</u>	<u>2,334,786</u>

Governance costs include audit fees of £20,980 and staff costs of £33,335 (2024: £15,291 and staff costs of £33,008 respectively)

2024 comparatives	Raising Funds 2024	Independent Living 2024	Horticulture 2024	Employability Training 2024	Support Costs 2024	Governance 2024	Total 2024
	£	£	£	£	£	£	£
Staff costs (note 5)	7,958	907,161	346,306	-	166,426	33,008	1,460,859
Direct cost	24,106	303,937	112,490	-	76,853	-	517,386
Other costs	-	-	-	-	-	22,340	22,340
	<u>32,064</u>	<u>1,211,098</u>	<u>458,796</u>	<u>-</u>	<u>243,279</u>	<u>55,348</u>	<u>2,000,585</u>
Support costs	1,545	174,948	66,786	-	(243,279)	-	-
Governance costs	-	40,056	15,292	-	-	(55,348)	-
	<u>33,609</u>	<u>1,426,102</u>	<u>540,874</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,000,585</u>

4. NET MOVEMENT IN FUNDS	2025	2024
	£	£
This is stated after charging:		
Depreciation	48,656	47,859
Trustees' remuneration	-	-
Auditors' remuneration:-		
Audit (including VAT)	20,980	15,291
Interest on loans	29,426	32,414
	<u> </u>	<u> </u>

5. STAFF COSTS AND NUMBERS	2025	2024
	£	£
Salaries and wages	1,535,628	1,285,056
Social security costs	130,871	108,440
Pension contributions	67,834	58,512
Agency and other staff costs	9,560	8,851
	<u> </u>	<u> </u>
	1,743,893	1,460,859
	<u> </u>	<u> </u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	1	1
In the band £80,001 - £90,000	-	-

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

	No.	No.
Independent Living Skills	35	33
Horticulture	6	6
Employability Training	4	1
Administration and support	14	14
Fundraising	3	2
	<u> </u>	<u> </u>
	62	56
	<u> </u>	<u> </u>

Over half of employees are part-time. The total employee benefits of the key management personnel of the charity were £159,614 (2024: £153,314). The key management personnel of the charity were Chief Executive Officer and Chief Finance and Operating Officer.

Volunteers donated approximately 5593 (2,417) hours over the year (252 hours from befrienders, 199 from social buddies and 4,500 from classroom, project and garden volunteers). Volunteers also gave us 642 (219) hours from volunteer training. If we were paying a support worker to do the work that the volunteers have done, with a wage of £13.15 (£11.50) per hour, it would cost us £73,548 (£27,796) in salary alone.

6. TAXATION

The Charitable Company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. TANGIBLE FIXED ASSETS

	Freehold land and building £	Property improvements £	Equipment £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost						
At 1 April 2024	1,500,000	712,600	190,585	22,508	27,999	2,453,683
Additions in year	-	-	30,686	2,138	-	32,824
Disposals in year	-	-	-	-	-	-
At 31 March 2025	1,500,000	712,600	221,259	24,646	27,999	2,486,508
Depreciation						
As 1 April 2024	161,500	632,736	156,763	16,070	3,500	970,569
Charge for the year	9,500	8,330	20,096	3,730	7,000	48,656
Disposals	-	-	-	-	-	-
At 31 March 2025	171,000	641,076	176,850	19,798	10,500	1,019,227
Net Book Value						
At 31 March 2025	1,338,500	79,855	33,822	6,438	24,499	1,467,282
At 31 March 2024	1,338,500	79,855	33,822	6,438	24,499	1,483,114

8. DEBTORS

	2025 £	2024 £
Trade debtors	143,389	189,128
Accrued income	30,510	46,767
Prepayments	23,794	14,769
Other debtors	595	1,401
	198,288	252,062

9. CREDITORS: amounts falling due within one year

	2025 £	2024 £
Pension	12,095	10,552
Trade creditors	11,478	16,269
Accruals	45,435	46,287
Loan payable within one year	48,455	45,231
Other creditors	30,561	28,505
Deferred income (see below)	155,925	60,636
	303,949	207,480

Deferred income relates to funds received in the year which have to be spent specifically in future periods. During the year £155,925 (£60,636) has been deferred and £60,636 (£242,459) from the previous year has been released to the Statement of Financial Activities.

10. CREDITORS: amounts falling due after one year	2025	2024
	£	£
Bank loan and mortgage payable:		
Between 1 – 2 years	51,339	47,961
Between 2 – 5 years	173,089	161,960
Greater than 5 years	175,810	239,275
	<u>400,238</u>	<u>449,196</u>

The company took out a mortgage of £1,194,000 on 30/10/2007 for the purchase of the building and is secured by a legal charge on the building. This is being repaid over 25 years.

11. NET ASSETS BETWEEN FUNDS

2025	Restricted Funds 2025 £	General Funds 2025 £	Total 2025 £
Tangible fixed assets	-	1,467,282	1,467,282
Current assets	6,970	685,279	692,249
Current liabilities	-	(303,949)	(303,949)
Long term liabilities	-	(400,237)	(400,237)
Net assets at the end of the year	<u>6,970</u>	<u>1,448,375</u>	<u>1,455,345</u>
2024	Restricted Funds 2024 £	General Funds 2024 £	Total 2024 £
Tangible fixed assets	-	1,483,114	1,483,114
Current assets	-	672,931	672,931
Current liabilities	-	(207,480)	(207,480)
Long term liabilities	-	(449,196)	(449,196)
Net assets at the end of the year	<u>-</u>	<u>1,499,369</u>	<u>1,499,369</u>

12. MOVEMENTS IN FUNDS 2025	At the start of the year £	Income £	Expenditure £	At end of year £
Restricted funds:				
LB Wandsworth	-	6,596	(6,596)	-
The Mercers' Charitable Foundation	-	34,138	(34,138)	-
Garfield Weston Foundation	-	30,000	(30,000)	-
The National Lottery Community Fund (Awards for All)	-	6,652	(6,652)	-
Santander Foundation	-	39,995	(39,995)	-
Peter Stebbings Memorial Charity	-	10,000	(10,000)	-
Pictet Group Foundation	-	14,779	(14,779)	-
The Fishmongers' Company	-	22,500	(22,500)	-
Baily Thomas Charitable Fund	-	578	(578)	-
The Hobson Charity	-	1,755	(1,755)	-
Cicely Northcote Trust	-	2,478	(2,478)	-
SWL Integrated Care Board	-	82,749	(82,749)	-
Sport England	-	13,666	(13,666)	-
Albert Gubay Foundation	-	30,000	(30,000)	-
Hollyhock Charitable Foundation	-	49,926	(42,956)	6,970
The Grail Community	-	10,178	(10,178)	-
Q Charitable Trust	-	10,000	(10,000)	-
Hubbub Foundation	-	4,094	(4,094)	-
Groundwork London	-	985	(985)	-
Wimbledon Foundation	-	18,059	(18,059)	-
Total restricted funds	-	389,127	(382,157)	6,970
General funds	1,499,369	1,901,636	(1,952,630)	1,448,375
Total funds	1,499,369	2,290,762	(2,334,787)	1,455,345

Full comparatives for the year to 31 March 2025 can be found in note 15.

Purposes of restricted funds

Albert Gubay Foundation: This funding was provided to support the Share Community Café and Meals Service, to provide employability training in a café environment to our students, including using their skills to provide free food to local people negatively impacted by increased cost of living.

Garfield Weston Foundation: This funding was provided to support the Share Community Café and Meals Service, to provide employability training in a café environment to our students, including using their skills to provide free food to local people negatively impacted by increased cost of living.

13. MOVEMENTS IN FUNDS (CONTINUED)

Santander Foundation: This grant supported to increasing the financial & digital literacy of adults with learning disabilities and their families.

South West London Integrated Care Board (ICB): This funding was provided to deliver dedicated support for students' wellbeing across all Share's sites, and to fund a Wellbeing Officer to understand the impact of poor access to and understanding of the benefits system on disabled and autistic adults.

The Fishmongers' Company: This funding supported Share's community café at Vauxhall and catering training at Clapham Junction.

The Hollyhock Charitable Foundation: This grant funded Share's Volunteer Co-ordinator's work, including the recruitment of more volunteers to support students in classes and in the provision of social opportunities, including befriending.

The Mercers' Charitable Foundation: This funding was provided to support the Share Community Café and Meals Service, to provide employability training in a café environment to our students, including using their skills to provide free food to local people negatively impacted by increased cost of living. It also funded some professional development training for the Share team.

Wimbledon Foundation: This grant supported Share's work to improve students' health and wellness, through the recruitment of a Health and Wellbeing Co-ordinator to establish and run a holistic programme.

Other donations: All restricted funds received during the year were applied in full in accordance with the grant conditions, and were utilised to deliver the specific projects and activities for which they were awarded. At the year end, no restricted fund balances remained unspent.

14. RELATED PARTY TRANSACTIONS

Total donation income from the trustees and related parties in the year was £420 (2024: £1,740).

There were no other related party transactions in the year (2024 – the same).

15. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	<i>Restricted</i> 2024 £	<i>Unrestricted</i> 2024 £	<i>Total</i> 2024 £
INCOME FROM:			
<i>Donations and legacies</i>	-	52,912	52,912
<i>Other trading activities</i>	-	25,677	25,677
<i>Investments</i>	-	5,752	5,752
<i>Charitable activities:</i>			
<i>Independent Living Skills</i>	241,113	1,259,150	1,500,263
<i>Horticulture</i>	76,140	397,626	473,766
<i>Other</i>	-	1,152	1,152
TOTAL INCOME	<u>317,253</u>	<u>1,742,269</u>	<u>2,059,522</u>
EXPENDITURE ON:			
<i>Raising funds</i>	-	33,609	33,609
<i>Charitable activities</i>			
<i>Independent Living Skills</i>	238,756	1,187,346	1,426,102
<i>Horticulture</i>	91,145	449,729	540,874
TOTAL EXPENDITURE	<u>329,901</u>	<u>1,670,684</u>	<u>2,000,585</u>
Net income/ net movement in funds	(12,648)	71,585	58,937
<i>Total funds brought forward</i>	<u>12,648</u>	<u>1,427,784</u>	<u>1,440,432</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>-</u></u>	<u><u>1,499,369</u></u>	<u><u>1,499,369</u></u>

16. COMPARATIVE MOVEMENTS IN FUNDS FOR THE YEAR ENDED 31 MARCH 2024

	<i>At the start of the year</i>	<i>Income</i>	<i>Expenditure</i>	<i>At end of year</i>
	£	£	£	£
Restricted funds:				
<i>London Borough of Wandsworth – WAF Grant</i>	460	-	(460)	-
<i>South West London Integrated Care Board</i>	-	116,245	(116,245)	-
<i>Drapers’ Charitable Fund</i>	-	10,000	(10,000)	-
<i>Garfield Weston Foundation</i>	-	5,000	(5,000)	-
<i>The National Lottery Community Fund (Awards for All)</i>	-	5,805	(5,805)	-
<i>Santander Foundation</i>	-	59,995	(59,995)	-
<i>Peter Stebbings Memorial Charity</i>	-	7,000	(7,000)	-
<i>Pictet Group Foundation</i>	-	7,390	(7,390)	-
<i>Baily Thomas Charitable Fund</i>	-	7,422	(7,422)	-
<i>The Hobson Charity</i>	-	4,875	(4,875)	-
<i>The London Community Foundation</i>	3,298	12,077	(15,375)	-
<i>Big Lottery Community Fund</i>	8,890	12,400	(21,290)	-
<i>Inman Charity</i>	-	3,328	(3,328)	-
<i>Enable Leisure</i>	-	2,547	(2,547)	-
<i>Groundwork London</i>	-	6,695	(6,695)	-
<i>Lane Clark & Peacock LLP Foundation</i>	-	10,152	(10,152)	-
<i>John Coates Charitable Trust</i>	-	3,000	(3,000)	-
<i>R&H Trust</i>	-	23,322	(23,322)	-
<i>LB Lambeth</i>	-	20,000	(20,000)	-
Total restricted funds	<u>12,648</u>	<u>317,253</u>	<u>(329,901)</u>	<u>-</u>
General funds	<u>1,427,784</u>	<u>1,742,269</u>	<u>(1,670,684)</u>	<u>1,499,369</u>
Total funds	<u><u>1,440,432</u></u>	<u><u>2,059,522</u></u>	<u><u>(2,000,585)</u></u>	<u><u>1,499,369</u></u>

SHARE COMMUNITY LIMITED

England & Wales - Charity number 264894

Accounts

SHARE COMMUNITY LIMITED
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

Company Number: 01081030
Charity Number: 264894

SHARE COMMUNITY LIMITED
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

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SHARE COMMUNITY LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2024

Status	The organisation is a Charitable Company limited by guarantee, incorporated on 9 November 1972 and registered as a charity on 19 February 1973.	
Governing Document	The company was established under a memorandum of association which established the objects and powers of the Charitable Company and is governed under its articles of association.	
Charity Registration Number	264894	
Registered Company	01081030	
Registered and operation address	64 Altenburg Gardens London SW11 1JL	
Board of trustees (Directors)	<p>Kate Heaps Jayshree Davé Chris Jeffery Simon Allocca Lisa Androulidakis Kelly Channer David Fox Kirsty Humby Maguette Kebe Steven Pettengell Katie Thomas Klementyna Zastawniak</p>	<p><i>Chair</i> <i>Vice Chair, Resigned 9 April 2024</i> <i>Treasurer</i> <i>Resigned 6 October 2023</i> <i>Joined 7 February 2024</i> <i>Resigned 10 April 2023</i> <i>Joined 6 October 2023</i></p>
Patrons	<p>Lord Alf Dubs Patricia Hodge OBE Geraldine James OBE</p>	
Company Secretary	Abi Carter	
Chief Executive	Abi Carter	
Bankers	<p>HSBC 240 Lavender Hill London SW11 1LH</p>	<p>CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ</p>
Independent Auditors	<p>Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG</p>	

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

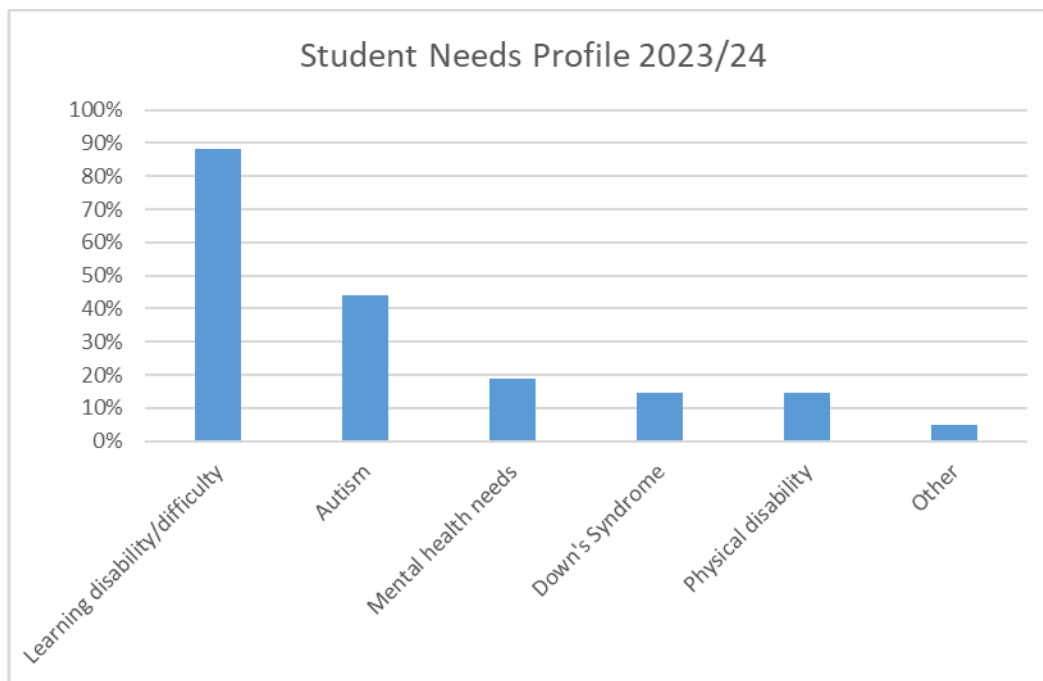
The trustees present their report and the audited financial statements for the year ended 31 March 2024.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (Second Edition).

STRATEGIC REPORT

In the 2023-24 financial year, Share worked with 172 disabled adults across four South London sites: Altenburg Gardens in Battersea, We are 336 in Brixton, the Black Prince Community Hub in Kennington and the Share Garden in Tooting:

- 65% were male and 35% were female;
- The average age of our students was 37. 50% were 20-30 years old, and the next largest cohort were 30–40-year-olds, who constituted 21% of our students. The youngest student was 21 and the oldest was 73;
- Most of our students – 55% – come from minoritised ethnic backgrounds, although White British remains the largest single ethnicity represented.
- 68% lived in the 50% most deprived areas of England and Wales.



Our Objectives: Share Strategy 2023-2026

In November 2022, Share finalised a new, three-year strategy, defining our objectives from 2023 to the end of the 2025-26 financial year. In it, we laid out a vision of a world where disabled adults are genuinely valued and included, can make choices and have the freedom to achieve their ambitions. We agreed that our mission – the role we can play in creating this world – is to provide a safe, empowering and progressive experience where disabled adults can develop their skills, wellbeing and purpose to enable them to live more independent, happier and healthier lives.

To achieve our mission, we set out to provide a range of services at our sites and in our local communities aimed at:

- Improving physical and mental health and wellbeing;
- Developing independent living skills;
- Ensuring our students have the confidence and opportunities to participate in their communities; and
- Supporting our students into voluntary and paid work through their own skills development, and by educating and influencing wider society about the benefits of employing adults with learning disabilities and autism.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

We also undertook to ensure that everything we do at Share aligns with our values: respect, inclusivity, support, kindness, ambition and acting with integrity. We work with staff, students and volunteers alike to understand and reinforce these values when they're at Share.

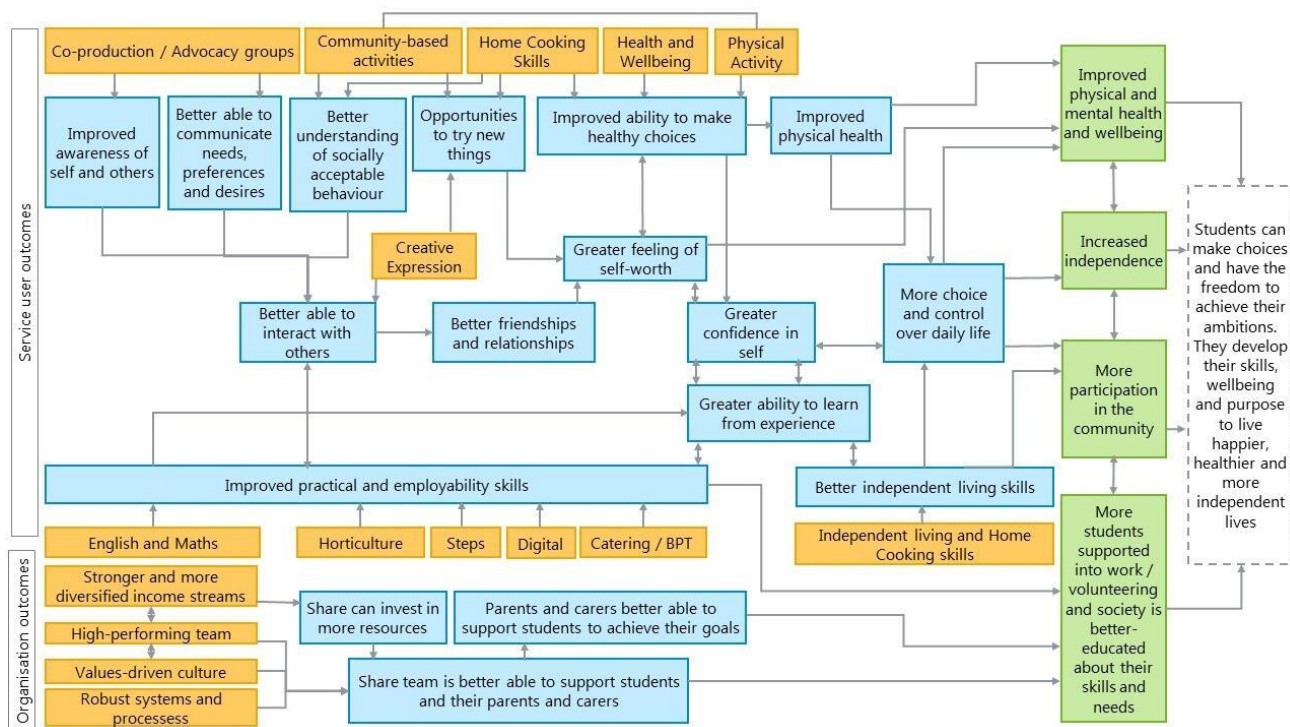
We identified seven strategic objectives which we want to have achieved by early 2026 if we are to deliver our strategy:

1. To have diversified and grown our income streams so we are more financially independent and resilient;
2. Every student to have a clear sense of how they can progress through, and also out of, Share;
3. To deliver high-quality services that make a positive impact, and to effectively demonstrate that impact internally and externally;
4. To develop local partnerships and networks which will help us deliver more / better services, maximise funding opportunities, and more effectively educate the outside world about our students' skills, needs and preferences;
5. To have a diverse, settled and well-resourced team of staff and volunteers who are fulfilled in their work, and developed, supported and challenged to be the best they can be;
6. To have back-office systems, hardware and processes that match the quality of our front-line services;
7. To make the most of our physical environment – for the benefit of our students, our staff and our neighbours.

In 2023/24 we made meaningful progress against these objectives. In particular, we secured a place on LB Wandsworth and LB Merton's new frameworks for the provision of day services for adults with learning disabilities and autism. This means we will be better able to predict the income we receive from two local authorities that provide the majority of our students. We also brought in more funds from trusts and foundations, and further invested in our fundraising potential from individual donors by recruiting a new Marketing Co-ordinator. Therefore, we laid good foundations for us to grow and diversify our income.

We also opened a new site at the Black Prince Community Hub in Vauxhall, from which we ran catering and sports courses. Opening a new site enables us to attract new students from different geographies and with different interests, meaning we improve our financial sustainability and also increase our impact, in particular with regards to developing our students' employability skills.

We updated our Theory of Change, to illustrate how new courses we established this year strengthen our delivery and reinforce our ability to fulfil our objectives:



Our Activities:

Our programmes

We structure our courses at Share so they fall into three main categories which will inform our students’ journeys through Share:

- Student Objective: “I Want to be Happy and Healthy”
 - Personal Development Courses: Art, Creative Expression, Gardening, Health and Wellbeing, Music, Sport;
- Student Objective: “I Want to Live More Independently”
 - Independent Living Skills (ILS) Courses: Community Living, Home Cooking Skills, ILS, “My Life, My Way”, Out and About;
- Student Objective: “I Want to Get a Job or Qualifications”
 - Employability Courses: Catering, Community Cafe, Digital Finance, Horticulture, Maths and English, Steps into Employment.

The premise is that we all need a certain level of personal development to be content and have the necessary emotional and physical resilience and wellbeing to make choices, express ourselves and live the lives we want. Once those needs are met and psychological skills, such as managing stressful situations, are developed, we can think about how we can take more practical control over our own lives and live more independently.

This is where our independent living skills courses come in. These are focused on developing the understanding and competencies needed to be safe in and outside of the home, and live more independently.

Finally, there are the courses that develop vocational skills. Whilst paid work may be challenging for many of our students to enter – not least because of a lack of accommodation for the needs of disabled and autistic people amongst many employers – there is still a huge benefit in investing in the skills and qualifications they need for work and volunteering. Being part of teams, encountering new people, understanding money and so forth all give our students more control over their own lives and good foundations to make choices about what they can do when they leave Share.

This year, in the establishment of our new site at the Black Prince Community Hub, we have introduced a new stepping stone between Share and the world of work: a community cafe that we will run as a social enterprise. The aim is that

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we will develop a catering service whereby we will employ students outside of our core hours to cater for external events. This should give them valuable experience to then help them into work elsewhere.

Irrespective of what course(s) a student takes, everyone has access to dedicated wellbeing support, a culture which promotes students having agency and supports them to advocate for themselves, and opportunities to socialise with other students and social buddies outside of Share.

Personal Development Courses: Art, Creative Expression, Gardening, Health and Wellbeing, Music, Sport

This year we expanded our creative expression provision, increasing our music and art delivery (including introducing new art sessions in our garden) and, from January 2024, establishing a new “Creative Expression” class in Brixton. This latter class was established to cater for students with complex communication needs, with the aim of using a range of sensory tools, liquids and sounds to support them to enjoy learning in different ways. Thus far, seven students have participated in the class.

Our music delivery all takes place at Altenburg Gardens, where our collection of instruments of all shapes and sizes, coupled with our Immersive Learning Space where multimedia can be projected onto all the surfaces, creates the environment for students to discover new sounds and play together in different sized ensembles. Our two music tutors worked with 52 different students this year.

Our two art tutors worked from Altenburg Gardens, Brixton and the Garden, with 43 students producing a range of work using a wide variety of materials. The products of their labours continue to impress and delight the customers to our pop-up fairs, and five students worked with mentors with the aim in the 2024/25 year of having their works framed and publicly exhibited. Yet again our art students appeared at the Wandsworth Art Fringe, working in partnership with the Royal Academy of Dance, our artists performed the story of Kubera Meets Ganesha, with traditional Indian Dance, to a packed audience at their Battersea HQ.

We continue to have a holistic approach to Health and Wellbeing, with 39 students participating in sessions involving basketball at the Black Prince Trust, to breathing exercises, to understanding physical boundaries. Our tutor has taken our students to our garden, to help them experience the benefits of that space, and, across the board, the entire team have been working with the students to support them to make healthier choices around the food and drink they consume on site.

The introduction of dedicated sport provision at the excellent facilities at the Black Prince Community Hub was a highlight of the year. Our students were introduced to sports including basketball, cricket and boxing, with 20 students enrolled on our new, dedicated Sports course developing new skills with fabulous coaches. Disabled people are twice as likely as non-disabled people to be physically inactive, and twice as likely to be obese, yet our students reliably love the chance to get moving and involved in physical activity – they just need to be given the opportunities.

Finally, our garden continues to meet a wide range of needs, with 23 students focusing on the therapeutic benefits of being outdoors and working with our garden team, which, for the purposes of students working their way through Share, is different from the more vocational horticulture programme. Many garden students wear pedometers, and the provision of extra physical activity at the Garden, provided by Disability Sports Coach, also ensures it's a constantly active site.

Independent Living Skills Courses: Community Living, Home Cooking Skills, ILS, “My Life, My Way”, Out and About

In our domestic kitchen in Brixton, our Home Cooking Skills team worked with 33 students to develop their skills to cook meals for themselves and their families/friends at home, thereby increasing their independence. The team introduced students to cost effective and healthy ingredient “swaps” to bulk out recipes e.g. combining more vegetables and pulses into curries and stews. Tactics like these help students and their families deal with the challenges of food inflation, and also help them include more plant-based foods in their diets. They established a herb and vegetable growing area on the roof with the support of our Horticulture staff and students.

Students brought in recipes from home that they wanted to learn to make – from Ugandan rolex to a Sierra Leonean sweet potato leaf stew (using leaves grown on our roof) - which enabled us to celebrate their cultures and heritages through food.

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Case study: Trying new foods

One of our students has a very limited diet and finds it difficult trying new things. He was happy to engage in the Home Cooking Skills class, and cook, but then would always eat a supermarket bought sandwich on white bread for his lunch.

We try to encourage students to try new things, whilst not pressuring them and being clear it's their choice. One day, we cooked jollof rice, and our tutor left a single grain of rice on his plate, wondering out loud if he would try it. He ate the grain, then a full plateful and finished scraping out the pan for more.

Within Share's core hours, our community-based programmes, "Community Living" and "Out and About", involved 48 students contributing their ideas for trips, planning them, and going out around London. Community Living was a new addition to our provision this year, based out of our Brixton site and primarily focused on reinforcing the skills and confidence of students who can travel independently in a new setting around South East London. The Out and About students plan trips and travel all over London, enjoying new experiences and developing the skills they need to safely navigate the city.

Our Independent Living Skills course involved 46 students this year. Students have studied a variety of topics, including living in a diverse society, environmental issues, personal safety, and being safe at home. Our "My Life, My Way" tutor worked with many of our older students, looking at exploring hobbies and interests, building social networks and then putting the good work into practice on trips outside of Share. Whilst the average age of students at Share is 37, the average age of our 18 My Life, My Way students is 53, demonstrating the importance of our ability to cater specifically for people of different ages.

Employability Courses: Catering, Community Cafe, Digital Finance, Horticulture, Maths and English, Steps into Employment

At Altenburg Gardens, 33 students worked with our Chef Trainer and Assistant Chef in our commercial kitchen. They developed skills needed to produce 40-50 meals a day for their fellow students and staff in our canteen. Our catering course aims to provide students with foundational catering, hygiene and customer service skills necessary to work in a kitchen, and this year, two students completed their accredited Chartered Institute for Environmental Health Food Safety for Catering at Level 1 Award. Their peers worked, as all our students do, on a range of "I can" objectives (e.g. "I can use knives safely", "I can work as part of a team") they had identified at the start of each six-month term.

At the Black Prince Trust, we established a new course where students would help cook and distribute free, healthy meals to local people in need. Lambeth council funded a new kitchen at the site, and the food redistribution charity – the Felix Project, – delivered surplus food, which we could then turn into nutritious meals that could be microwaved (thereby reducing energy consumption at a time of significant utilities inflation). This partnership enabled our team of staff and students distributed 5,777 meals to hundreds of local people, and in early 2024 began to diversify the project to develop the cafe into a social enterprise. We introduced barista and customer service training and started selling meals and coffee from the cafe. The project ran for three days a week and 23 students participated. Aside from the development of their work-related skills, students have thrived in a community setting where they can meet and develop relationships with new people, particularly the staff and other users of the space. In turn, frequent interaction with our students has benefitted those groups, in terms of changing some of the negative stereotypes people have about the skills of disabled and autistic adults.

This year, our Horticulture students took their skills out of the Garden and into the other Share sites, supporting the catering teams at both Brixton and the Black Prince Community Hub to grow their own fruit, vegetables and herbs which is then used in the food they make for fellow students and the community who use the Black Prince Community Hub. In the garden, 40 students focused on developing practical and vocational horticulture skills and working on projects from conception to completion.

Whilst the catering and horticulture courses develop practical skills in those sectors, and other customer-facing roles, our Digital Finance, Steps, and Maths and English courses support them to build the competencies and understanding they'll need across the world of work.

In total, 18 students worked in Maths and English, with 12 of them achieving 23 different accredited units in English Entry 1 and 2, and Maths Entry 1 and 2. Several contributed to our student newspaper "The Sharer" where they interviewed students, staff, submitted reviews and shared their views on topical issues.

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We expanded our Digital Finance course, funded by Santander, into the garden. This was to introduce it to students who like to be based at the garden but would benefit from some more variety in their learning, particularly that which is relevant to the sales and logistics they deliver when selling plants to the public in the garden. In all, 33 students were supported to understand about online safety, the use of digital resources, online banking etc.

Our Steps course, which 17 students accessed during the year, introduced students to different job roles and workplaces such as Morden Hall Park, and our homegrown pop-up markets at Brixton and Altenburg Gardens where Steps students have sold artwork, food and plants made by their fellow students.

Social Inclusion: “Go Anywhere, Do Anything”

Over the past year, 70 of our students were supported to “Go Anywhere, Do Anything” (GADA) outside of our core hours, during evenings and weekends. This project enables students to access a variety of social opportunities around in London and at Share, to experience new things and also strengthen friendships.

The 31 trips and “GADA hangouts” which ran from our Altenburg Gardens site, were facilitated by 36 volunteers and 11 staff, who, between them acted as “social” buddies on 146 occasions and contributed 730 volunteering hours. Four new students joined GADA this year, and we will look to involve more volunteers in the delivery of the entire project going forwards.

Student Wellbeing

Our dedicated Wellbeing team work with all staff to cascade good practice around safeguarding and promoting positive behaviour, and are trained to support our students during particularly challenging or stressful episodes. Sometimes they must advocate on a student’s behalf to their carers or social services, but they also try to develop students’ ability to advocate for themselves.

They work with students to provide them with personalised tools they need to, for example, communicate, or manage their stress levels. For example, they create personalised communication books / aids for our non-verbal students who require additional support when it comes to communicating. Other students, who don’t have English as a first language, have been provided with bi-lingual communication books. These tools help tutors work with students in class, so they can get the most out of their day at Share.

The vast majority of our students access programmes /activities considered beneficial to their health and wellbeing, from Art to Home Cooking to Health & Wellbeing. This number increased over the year as we introduced a new Sports programme and more creative expression options.

Case Study: Positive Thinking

One student had identified that he kept getting stuck in thought cycles that were causing him distress and wanted some support in getting out of them.

We made some progress with this student by encouraging him to fill out a list of his ‘top five’ favourite things/thoughts he could think about instead when in a distressing cycle. In recent times, at the end of discussing something that he has not been happy about, he finished the discussion with saying ‘I’m going to think about [one of his favourite things] now!’.

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Organisational Development

Investors In People Gold

In January 2024 we were re-awarded Investors in People (IIP) Gold. Since the last award in 2021, we have significantly expanded, doubling our number of sites and growing our staff by 50%, and experiencing a change of leadership. It was, therefore, very satisfying to retain Gold, and receive positive feedback around the strength of our values, the fact staff feel trusted and empowered to make decisions, and that the team feel Share has become much clearer in its future plans, and they're involved in that planning.

Feedback from employees included:

- "It is the people that make this such a great place to work. It's a really good culture that attracts kind, supportive and adventurous staff. I like coming to work and seeing colleagues, and being in an atmosphere where people lend a hand"
- "It's the best place I've ever worked, it's joyous and the culture is opposite from a blame culture"

We have analysed the results, and our focus will be on further developing what we do well and aiming to improve any areas which are under-developed. In November we recruited a Head of People and Culture, making the HR function part of the SLT at Share. He will design and deliver a HR strategy, and the IIP feedback will help inform that piece of work.

Volunteering

In 2023/24, our volunteering work evolved in several ways. We did see a drop in overall volunteer numbers, down from 79 to 53. This was principally due to a decrease in befriending relationships – numbers have proven challenging to maintain due to the challenges of recruiting volunteers who are both appropriate matches for students and their interests, and who are able to commit to regular befriending sessions. The cost-of-living crisis and a return to pre-Covid working patterns are affecting charities' ability to recruit volunteers across the board.

However, our corporate volunteering increased significantly. In 2023/24 we wanted to broaden our volunteering offer to corporate groups, to react to an increased interest in corporate giving days since the lifting of pandemic restrictions. In 2023-24 we ran 13 corporate volunteer days organised across the year, with nine different organisations. Four days were with our neighbours, Brand Brewery, who supported Share Students both in the Garden and at Clapham Junction, and ran a brilliant sports day on Clapham Common with a students v. staff tug-of-war unlocking some welcome latent competitive spirit. Other companies that supported us were: Algolia, Cambridge Associates, LexisNexis Risk, MAPP, Multiverse, Queen Elizabeth II Centre, Virgin Media o2 and Xaxis. In all, they contributed 84.5 hours of corporate volunteering.

We also developed a fruitful partnership with UCL Students' Union, with some volunteering opportunities offered to students attending the University. In June, eight UCL students participated in a consultancy challenge with Share, to create a report with short, medium, and long-term solutions to help Share diversify its recruitment of both staff and volunteers.

In September, two UCL students joined our Independent Living Skills class for a day trip to Folk @ Sunday Mills – a new co-living space in Earlsfield which has made its fabulous kitchen and entertainment facilities available to our students

And finally, in November a group of UCL students participated in a Social Hackathon exploring how Share could reach new audiences through its Marketing function.

We had 16 classroom-based volunteers and 35 social buddies continued to support a range of exciting GADA trips and hangouts that were very popular with students.

Volunteering is viewed in a positive light by volunteers, with 100% of volunteer survey respondents saying that they would recommend volunteering at Share, and 83% were very happy in their volunteering at Share.

All new volunteers undergo a DBS check and participate in our bespoke training. This year we also delivered specific training in Makaton, Managing Behaviour, Mental Health First Aid and Safeguarding. **SHARE COMMUNITY LIMITED**

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In total, volunteers gave just over 4,000 hours of their time to Share and our students this year. If we equate the cost of their time to a support worker earning the London Living Wage at £12.55/hour, the value of the time they provided to Share in salary alone was over £51,000. We're grateful to every person who volunteers for us.

We ran six volunteer induction training sessions over the year, training 42 volunteers. We introduced a new set of learning objectives for induction training. We asked attendees to rank themselves on a scale of 1-10 at the beginning and end of the session (one meaning "I absolutely do not agree with this" and 10 meaning "I wholeheartedly agree with this"). Learning objectives included feeling accomplished at supporting adults with learning disabilities and autism, and being able to respond appropriately to challenging situations whilst volunteering.

The average starting score was 4.8; the average score at the end of the session was 9, thereby demonstrating the quality of the training provided. We also ran four additional volunteer training sessions, with two each on enhanced safeguarding and mental health awareness.

Over and above the benefit to our service provision, a major objective of our volunteering is to positively influence people's perception of adults with learning disabilities and autism. Feedback from our volunteers included:

- "I've learned just how wide a range of abilities and disabilities can vary from individual to individual and how everyone has something different to offer."
- "My perception of learning disabilities and/or autism gets more nuanced with every student I interact with, and having the opportunity to volunteer at Share also opens up discussions with friends / colleagues about the overall perception of learning disabilities and/or autism outside of Share and allows me to be an advocate and champion of the students outside of my role as a volunteer."

Staff working parties

Our Staff Wellbeing Working Party continued its good work, recommending the implementation of several measures in response to staff feedback and research into good practice elsewhere e.g. the provision of free, healthy breakfasts for staff across all sites, allowing a proportion of annual leave to be rolled over into the next year, and making offices more comfortable. The Equity, Diversity and Inclusivity Working Party made recommendations to make our staff meetings more accessible and inclusive for our neuro-diverse staff and/or those with communication needs.

Our Performance

Student progression

Every student at Share agrees objectives for every project they do. These take the form of "I can" statements e.g. "I can use cleaning agents to properly clean and maintain hygiene", "I can use the main appliances in the kitchen (oven, microwave, dishwasher)". To achieve an "I can" they must demonstrate they can perform the task independently at least three times. At the end of each six-month term, we assess the success rate, which gives us insight into whether each student's objectives are appropriate and whether the project is being delivered effectively.

Many students who attend Share also are assessed against the Outcomes Star framework. This records students' progression, challenges, and aspirations across different areas: communication and social skills, friends and relationships, learning skills, living skills, physical health, practical skills, social responsibility, wellbeing, work readiness. Students score between 1-2 (it's not working) to 9-10 (choice and self-reliance). It's compiled annually by our Wellbeing Team in conjunction with students, their tutors, and their network of support to create a holistic reflection of the student in a variety of environments.

Every I Can statement feeds into at least one of the Outcomes Star areas.

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Outcomes Star

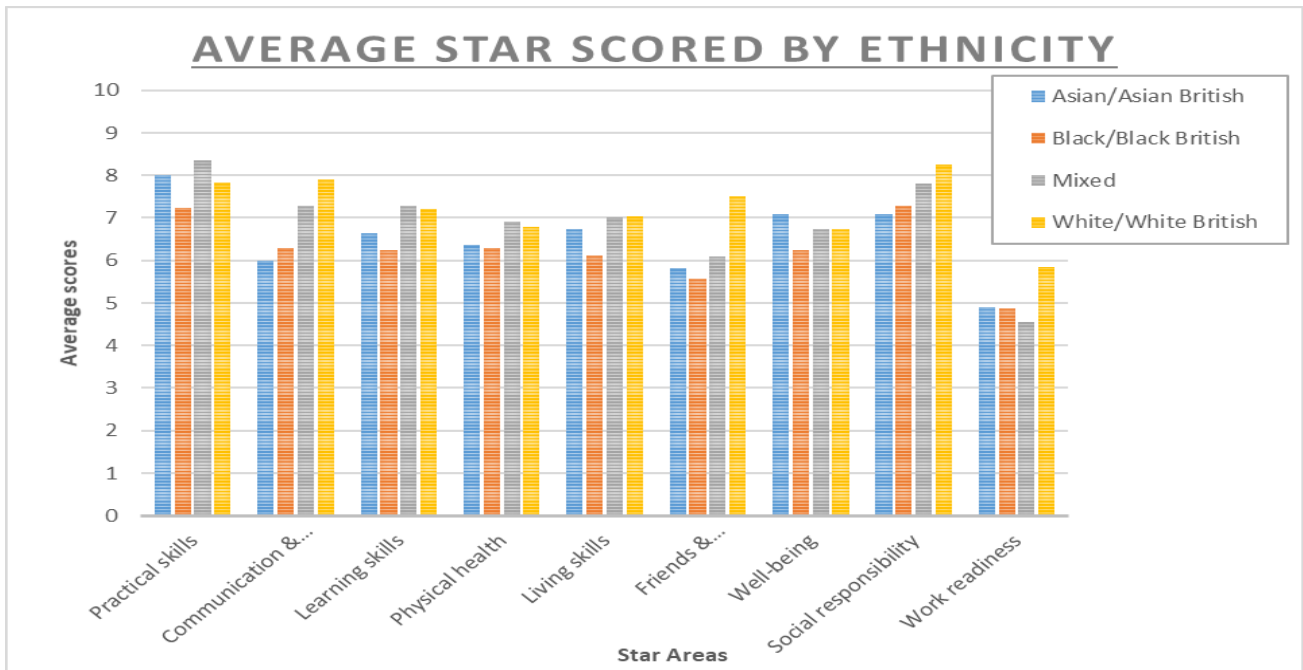
Students who attend Share are offered the chance to be assessed against the Outcomes Star framework. This records students' progression, challenges, and aspirations across different areas: communication and social skills, friends and relationships, learning skills, living skills, physical health, practical skills, social responsibility, wellbeing, work readiness. Students score between 1-2 (it's not working) to 9-10 (choice and self-reliance). It's compiled annually by our Wellbeing Team in conjunction with students, their tutors, and their network of support to create a holistic reflection of the student in a variety of environments.

In 2023-24, 91 students completed an Outcomes Star assessment, and average results increased in all nine areas with the biggest increases coming in Social Responsibility, Work Readiness and Physical Health. Most of our average scores fall in the "stable" (5-6) or "learning for yourself" (7-8) bands:

Student star year on year scores	2023-24	2022-223	Yr on Yr % change	5 yr % change
Practical Skills	7.6	7.1	7.0%	18.8%
Communication and Social Skills	6.8	6.3	7.9%	7.9%
Learning Skills	6.7	6.2	8.1%	17.5%
Physical Health	6.5	5.7	14.0%	8.3%
Living Skills	6.5	6	8.3%	10.2%
Friends and Relationships	6.2	6.2	0.0%	6.9%
Wellbeing	6.5	6.2	4.8%	10.2%
Social Responsibility	7.6	6.2	22.6%	28.8%
Work Readiness	5.1	4.4	15.9%	64.5%
<i>Average</i>	6.61	6.03	9.9%	19.2%

The significant increases in Social Responsibility and Work Readiness are likely to be due to our new community cafe (which took on its first students in May 2023). This has given students consistent experience of customer service, working in a socially integrated environment, and using their skills to support members of the local community.

We have also put significant resource into increasing our provision of sport and physical activity across all our sites, and using all our catering courses to support students to make healthier eating choices. These decisions will have been major factors in the increase in Physical Health scores. Given the poor health outcomes of so many adults with learning disabilities and autism – 60% die before they're 65, compared to 10% of people from the rest of the population – the strides our students have made in this area is particularly pleasing.



We are also starting to see the dial move on the scores from different ethnicities. In the past couple of years, we have focused on trying to diversify our staff so it better reflects the diversity of our students. Although we do have some way to go, it has improved, and so too has our ability to cater for and celebrate different communication preferences and cultures. Now, our Black/ Black British students do not have the lowest scores across the board, and we will continue to focus on providing an environment that is conducive to students of all ethnicities and from all communities thriving.

Challenges

Our most significant challenges during 23/24 stemmed from the development of our Garden site, which is based in the grounds of Springfield University Hospital on land sold by the NHS to be developed into residential accommodation. As the surrounding hospital buildings emptied, our garden team dealt with a range of issues resulting from the development that is encircling the site including disruption to utilities and access routes. Consequently, our ability to consistently deliver the quality of service we and our students expect from the garden was hampered, as the sub-optimal nature of our current accommodation was exacerbated by water, electricity and internet outages.

Moreover, we haven't yet been able to finalise the design for the new administrative / teaching building that we will move into as part of the Section 106 agreement linked to the 2011 planning consent, and this remains outstanding, as does the associated planning consent.

As seems to be the case across the board in Adult Social Care in this country, adequate resourcing and staffing continued to be a challenge as local authorities struggle with having the money and bodies to make the referral system work smoothly, which affects service providers like us. Recruitment is less difficult that it was a year ago, and we have brought in some outstanding new members of staff, but there still remains a significant gap between the actual cost of running an excellent service and what local authorities are willing / able to pay for it.

Fundraising approach and performance

Our new project at the Black Prince Community Hub was the main focus of our fundraising this year – in total we raised £89k for it – and we also brought in significant funding from the SW London Integrated Care Board to support our Wellbeing work.

Fundraising was undertaken by the Chief Executive, the Head of Volunteering and Community Services, the Senior Community and Events Fundraiser, and a fundraising agency called Vantage. Most of our fundraising income came from trusts and foundations, but this year we were able to expand our reach into different areas thanks to our networks – we benefitted from both volunteers and trustees advocating for Share in their places of work which meant we were able to successfully apply for funds.

Our Senior Community and Events Fundraiser ran a successful JustGiving campaign to support our Community Cafe's production of free meals for people in need over the Christmas period, as well as several pop-up markets at different sites.

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In October 2023, the trustees approved a new Fundraising strategy, which set out our need to grow our pool of individual donors and the related investment in resource, as well as our drive to use our impact data more effectively in fundraising messaging. Our students' stories and voices should be front and centre of our fundraising, because they are the most compelling reason to donate to Share, and our Senior Community and Events Fundraiser recruited Student Reps to work with her on involving students in generating support.

We brought in £513k through fundraising, which is £113k more than in 2022/23.

In 2023 we registered with the Fundraising Regulator, not because we spent sufficient amounts on fundraising to be required to, but more to send a clear signal that we adhere to the standards of the Fundraising Code of Practice. In the year under review, there were no complaints about Share's fundraising activity.

Plans for the Future

Our strategy sets out what we're aiming to achieve in the 2024-25 financial year, and into 2025/26.

We are aiming to deliver 40 strategic projects in 2024/25, principally aimed at:

- Diversifying and increasing our income. We will aim to do this by: increasing our student numbers, proactively marketing our services, writing more compelling funding bids thanks to improved impact measurement, and increasing the number of individual donors;
- Securing a sustainable and impactful future for the Share Garden. We will aim to do this by: agreeing a plan to move into temporary accommodation, securing planning permission for a new permanent building, diversifying our service provision from the garden, beginning to raise capital funds;
- Establishing our cafe at the Black Prince Community Hub as a five days/week site and a social enterprise. We will aim to do this by: delivering different training courses from the cafe, selling food and drink from the cafe and catering for events;
- Cascading the good practice at Share further afield. We will aim to do this by: cascading advice and guidance to parents and carers around healthy eating, being active, sex and relationships, delivering activities that students can replicate outside of our sites, delivering an NHS-funded project to support our students and their parents and carers to understand their legal rights and the welfare system;
- Capturing data more effectively to demonstrate impact and inform decisions. We will aim to do this by: tracking the achievement of I Can objectives to understand the quality and relevance of all our delivery, and to then communicate the difference that the skills development has on our students' lives.
- Amplifying our students' voices – in our decision-making and to the outside world. We will aim to do this by: using diverse platforms and methods of capturing student feedback so a wide range of students can be heard by SLT and the board, better capturing where student feedback / input has contributed to decision-making, increasing student-focused and produced content on our new website and on social media.
- Supporting and challenging our people to be great. We will aim to do this by: providing personality profiles, insights to all staff to identify communications and working style preferences so teams can work more effectively, delivering training for our new / emerging managers, improving the quality and consistency of our senior leaders.
- Ensuring Share is an inclusive, progressive, caring and entrepreneurial workplace. We will aim to do this by: better capturing and analysing EDI data throughout the entire recruitment lifecycle so we can identify communities / demographics who we aren't attracting, introducing a performance-related element to pay in 2025.

Directors complying with duty regarding matters in section 172(1)(a-f) of the Companies Act 2006

We can declare that each director of Share confirms that, during the year, they have acted in a way that they consider, in good faith, would be most likely to promote the success of Share to achieve its charitable purpose. They considered the likely consequences of any decision in the long term, the interests of Share's employees, and the need to foster business relationships with suppliers, customers and others. In decision making they also considered the impact of Share's operations on the community and the environment, as well as the desirability to maintain a reputation for high standards of business conduct.

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Structure, governance and management

Share Community's constitution is set out in the Memorandum and Articles of Association, first drawn up in 1972, revised in 1997, in 2012 and again in 2022 and 2024. Share Community ("Share") is a registered charity and company limited by guarantee. Operational activities are delegated by the trustees to the Chief Executive ("CEO") and their staff.

During the year under review, there were 12 trustees, who are also directors of the company – two trustees were appointed, and three resigned. When recruiting new trustees, the board and CEO assess the range of skills and lived experience needed and advertise our vacancies using a range of trustee recruitment platforms and through professional and social media networks. A recruitment panel is comprised of a selection of trustees and includes relevant members of the Senior Leadership Team depending on the skills required which of the candidates has the skills and experience required. All appointments are subject to satisfactory references and an enhanced Disclosure and Barring Service check and are ratified by the whole board. Following the most recent recruitment, the average age of our trustees is 44, 67% are female, 25% of our trustees are from a minoritised ethnic background and two have lived experience of being autistic and/or being a carer of an adult with learning disabilities.

The board of trustees meets bi-monthly in person, and sub-committee meetings are held online. The Finance and Operations committee meet bi-monthly, two weeks in advance of the Board, and delivers the financial scrutiny and oversight that supports the Board. It is tasked with reviewing the overall financial position for appropriateness, monitoring the financial management techniques employed at all levels within the organisation and receiving the annual financial statements before board approval. The HR and Safety and the Quality and Impact committees both meet quarterly. The HR and Safety committee review adherence to policies, staff wellbeing and training, procedures for managing pay levels, performance and succession planning. They ensure that health and safety is monitored, and compliance is maintained to ensure Share is a safe place to work. The Quality and Impact committee monitors progress against Share's aims and objectives, and looks at the quality of service being provided to our students. Each trustee attends at least one of these committees, and the Chair and Vice Chair attend them all.

The board appraises itself and the Chair meets with each Trustee one to one at least once a year. The Chair has biennial 360° appraisal facilitated by the Chair of the HR and Safety Committee and the Deputy Chair, and she meets with the CEO on a fortnightly basis and the CEO reports to her on six-monthly objectives. All the committees have Terms of Reference, and all delegated matters are included in a scheme of delegation approved by the board. The CEO reports directly to the board.

Significant financial decisions are referred to the board. and Trustees are notified of any issues of concern, including safeguarding issues and serious incidents.

In October 2023, the Board and SLT had an away day which focused on fundraising and equity, diversity and inclusion. A new Fundraising Strategy was approved, and it was resolved to conduct Equalities Impact Assessments on a range of Share programmes and policies.

New trustees receive a thorough induction including receiving information about Share, its governance and strategic documents and the roles and responsibilities of a trustee. They also receive the latest guidance for trustees from the Charity Commission. During their induction, they visit Share to learn more about our organisation, our staff and students, and benefit from buddying with an existing trustee.

Communication is carried out via Microsoft Teams and email, and all trustees have Share email accounts through which they conduct Share business. The CEO also sends updates on Share activities and developments between board meetings, for which the board receive more detailed reports. Trustees are encouraged to take part in conferences and training events to improve their understanding of governance issues and enable them to network with other trustees. This year, the chairs of the Board and the HR and Safety committee worked with the Chief Finance and Operating Officer to conduct health and safety audits across our four sites, which included reviewing the relevant policies and procedures.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

At the end of the year under review, there were there were 56 permanent members of staff (equivalent to 42 FTE), supplemented by a “bank” of eight casual staff who provide our students and staff with highly-skilled additional support. Our SLT grew from four to six, with the appointment of a new Head of People and Culture, and the promotion of our Head of Volunteering and Community Services from our tier of managers. They joined the Chief Executive, Chief Finance and Operating Officer, Head of Training and Digital Integration, and Head of Student Wellbeing and Impact. The Management Group included SLT, plus the managers of our Garden, Independent Living Skills work, Marketing and Comms, and Wellbeing.

Public Benefit Statement

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

We affirm that our organisation benefits members of the public who are disabled or have long term health conditions by providing them with a range of programmes, activities and support in order that they may realise their potential and live the lives they want to lead. We are supporting people to live happier, healthier and more independent lives. Some Share students work towards nationally recognised qualifications to give them better employment and development opportunities. Some do not aim for formal qualifications, instead building portfolios detailing their learning and skills development. Share does not have a geographical limitation in terms of who may use our services, although some of our contract work stipulates that we work with students from certain London boroughs on specific programmes. Students' fees are usually paid by local authorities, the NHS, or contracts with government agencies. Some students use direct payments or individual budgets to purchase their training at Share. Fees do not cover the whole cost of the services and so charitable donations provide a vital contribution to subsidise our services.

We believe that everyone has something positive to contribute to their community. We enjoy working within the wider community, for example linking with community groups and local businesses to diversify the services we can offer. Our garden, within the grounds of Springfield Hospital, adds to the amenities available for hospital staff and patients, supplies some of the ingredients used by the Share kitchens, and brings in members of the public, who purchase our produce. Our cafe and food distribution programme at the Black Prince Community Hub provides free and affordable food to local people and community groups who use the site.

Remuneration of key management personnel

The Remuneration Committee, a small group of trustees who make a recommendation to the whole board, reviews the pay of the SLT annually. Any increases are made in accordance with any inflationary-related increases that have been recommended to Finance and Operations committee for the rest of the team, as well as being benchmarked against pay levels in other charities, as we seek to ensure that salaries are competitive to recruit and retain excellent staff and are commensurate with the responsibilities of each role.

RESERVES POLICY

During the year the trustees have reviewed the reserves policy and have re-examined Share's requirements for free reserves in the light of the predominant risks to the organisation and its working capital requirements. Free reserves are defined as Current Assets less Current Liabilities (excluding the short-term element of the mortgage debt secured on the Altenburg Gardens building). This represents Share's available working capital. Free reserves were £510,681 at 31/03/2024 (£479,548 at 31/03/2023).

Share aims to have free reserves sufficient to meet vulnerabilities in its planned operations and to have a degree of flexibility to invest in new areas. The Trustees have set a target range for free reserves of £525,000 to £550,000. This represents around 21% of forecast expenditure in the coming year, which the Trustees expect will safeguard the continued liquidity of the Charity while allowing project opportunities for future development to be pursued. Over time, the Trustees expect the target range to rise, reflecting the growth of charitable activities and increased organisational complexities.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

RISK STATEMENT

A full risk review was conducted in December 2023, with an updated risk register being presented to the Board after being reviewed by the Finance and Operations committee. We have assessed identified risks based on high, medium, and low impact and probability. Mitigating actions have been identified to all risks, and, in the trustees' opinion, all known risks have been anticipated and the board is confident that they can be managed.

We identified the biggest risks to Share as:

- Insufficient income from local authorities due to: under-resourced adult social care departments being unable to deliver an efficient referral process; income from councils not adequately mirroring our increasing costs; being unable to appropriately cater for students with increasingly complex needs;
- Failure to fundraise sufficient income to supplement the shortfall in statutory funding;
- A new garden building / site being inadequate for our needs or being delayed in being delivered due to not receiving planning permission, which would result in disruption to our services.

Mitigations to the above risks include:

- Working with local authorities to secure funding that reflects the increased cost of provision;
- Diversifying our income streams to be not so reliant on local authority funding;
- Investing in fundraising and student enrolment resource;
- Strengthening relationships with council planners and the property developer, City & Country, so our needs are understood, and increasing the resilience of our systems so they can better withstand disruption.

Recruitment of students is key to achieving income targets, and this is kept under scrutiny by senior managers and trustees through weekly SLT meetings, bi-monthly Finance and Operations Committee meetings and meetings of the full board of trustees.

Other risks identified included serious harm to staff or students, and we continued to deliver more training, particularly around safeguarding and positive behaviour management. The establishment of a new site at the Black Prince Community Hub also could have been risky, particularly with regards to it being financially viable, and increasing our operational complexity. However, we were able to raise funds to cover many of the costs, and, after some initial staffing difficulties, recruited and trained an excellent team to deliver that project under the leadership of our Head of Volunteering and Community Services who had successfully developed a site for Share at We are 336.

FINANCIAL REVIEW

The Charity's income was £2,059,522 in the year ended 31 March 2024, compared to £1,613,228 in 2023. The total expenditure was £2,000,585 in the year ended 31 March 2024, compared to £1,591,587 in 2023. The net result was therefore a surplus of £58,937 during 2023/24 of which the unrestricted surplus was £71,585 and £12,648 was the restricted deficit compared to a surplus of £21,641 in 2022/23 of which £11,393 unrestricted surplus and £10,248 was a restricted surplus.

The Charity held unrestricted funds of £1,499,369 at the year end, of which £844,073 is tied up in fixed assets (inclusive of the loan and mortgage secured against the Altenburg Gardens building).

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also Directors of Share Community Limited for the purposes of company law) are responsible for preparing the trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). They are listed on Page 1.

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

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

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

In so far as we are aware:

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

Members of the Charity guarantee to contribute an amount not exceeding 25p to the assets of the Charity in the event of winding up. The total number of such guarantees on 31 March 2024 was £10 (2023: £10). The trustees are members of the Charity, but this entitles them only to voting rights.

AUDITORS

Haysmacintyre have expressed willingness to continue in office. A resolution to re-appoint Haysmacintyre will be proposed at the board meeting in December 2024.

The report of the trustees has been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

In preparing this report, the directors have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006.

Approved by the trustees on 1 October 2024 and signed on their behalf by:



.....
Kate Heaps
Chair



.....
Chris Jeffery
Treasurer

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SHARE COMMUNITY LIMITED

Opinion

We have audited the financial statements of Share Community Limited for the year ended 31 March 2024 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as of 31 March 2024 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which is also the Directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SHARE COMMUNITY LIMITED

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charities Law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to improper recognition of revenue, particularly the completeness and cut-off of contract income and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SHARE COMMUNITY LIMITED

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



.....
Jane Askew (Senior Statutory Auditor)
for and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 16 October 2024

SHARE COMMUNITY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (including an income and expenditure accounts)

FOR THE YEAR ENDED 31 MARCH 2024

		Restricted Funds 2024 £	Unrestricted Funds 2024 £	Total 2024 £	Total 2023 £
INCOME FROM:					
Donations and legacies	2	-	52,912	52,912	27,996
Other trading activities		-	25,677	25,677	23,451
Investments		-	5,752	5,752	1,169
Charitable activities:					
Independent Living Skills		241,113	1,259,150	1,500,263	1,139,246
Horticulture		76,140	397,626	473,766	421,365
Other		-	1,152	1,152	-
TOTAL INCOME		<u>317,253</u>	<u>1,742,269</u>	<u>2,059,522</u>	<u>1,613,228</u>
EXPENDITURE ON:					
Raising funds		-	33,609	33,609	27,711
Charitable activities:					
Independent Living Skills		238,756	1,187,346	1,426,102	1,086,017
Horticulture		91,145	449,729	540,874	477,859
TOTAL EXPENDITURE	3	<u>329,901</u>	<u>1,670,684</u>	<u>2,000,585</u>	<u>1,591,587</u>
Net (expenditure)/income/net movement in funds		(12,648)	71,585	58,937	21,641
Total funds brought forward	13	<u>12,648</u>	<u>1,427,784</u>	<u>1,440,432</u>	<u>1,418,791</u>
TOTAL FUNDS CARRIED FORWARD	13	<u><u>-</u></u>	<u><u>1,499,369</u></u>	<u><u>1,499,369</u></u>	<u><u>1,440,432</u></u>

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

Movements in funds are disclosed in note 13 to the financial statements.

Comparative figures for 2023 are disclosed in note 15 to the financial statements.

The notes on pages 23 to 34 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024		2023	
		£	£	£	£
FIXED ASSETS					
Tangible assets	7		1,483,114		1,485,318
CURRENT ASSETS					
Debtors	8	252,062		348,152	
Cash at bank and in hand		420,869		457,157	
TOTAL CURRENT ASSETS		672,931		805,309	
Creditors: amounts falling due within one year	9	(207,480)		(361,017)	
NET CURRENT ASSETS			465,451		444,292
TOTAL ASSETS LESS CURRENT LIABILITIES			1,948,565		1,929,610
Creditors: amounts falling due after one year	10		(449,196)		(489,178)
NET ASSETS	12		1,499,369		1,440,432
FUNDS OF THE CHARITY					
Restricted income funds	13		-		12,648
Unrestricted income funds					
General funds			1,499,369		1,427,784
TOTAL CHARITY FUNDS			1,499,369		1,440,432

The financial statements were approved and authorised for issue by the board of the trustees on 1 October 2024 and were signed below on its behalf by:



.....
Kate Heaps
Chair



.....
Chris Jeffery
Treasurer

The notes on pages 23 to 34 form part of these financial statements.

SHARE COMMUNITY LIMITED

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2024

	Notes	2024 £	2023 £
Net cash provided by operating activities	A	46,914	62,434
Cash flows from investing activities:			
Interest from investments		5,752	1,169
Purchase of tangible fixed assets		(45,655)	(19,687)
Net cash used in investing activities		(39,903)	(18,518)
Cash flows from financing activities:			
Repayment of loans		(42,656)	(46,330)
Net cash used in financing activities		(42,656)	(46,330)
Change in cash and cash equivalents in the reporting period		(35,645)	(2,414)
Cash and cash equivalents at the beginning of the year		456,514	458,928
Cash and cash equivalents at the end of the year		420,869	456,514

A: Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net movement in funds (as per the SOFA)	58,937	21,641
Depreciation charges	47,859	46,362
Interest from investments	(5,752)	(1,169)
Decrease/(increase) in debtors	96,090	(189,744)
(Decrease)/increase in creditors	(150,220)	185,344
Net cash provided by operating activities	46,914	62,434

B: Analysis of net debt

	At 1 April 2023 £	Cash flow £	At 31 March 2024 £
Cash at bank and in hand	457,157	(36,288)	420,869
Overdraft facility payable on demand	(643)	643	-
	456,514	(35,645)	420,869
Loans falling due within one year	(47,905)	2,674	(45,231)
Loans falling due after one year	(489,178)	39,982	(449,196)
Total	(80,569)	7,011	(73,558)

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES

a) **Basis of Accounting**

The 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) (second edition effective 1 January 2021) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Share Community meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value.

b) **Preparation of accounts on a going concern basis**

Having reviewed the funding facilities available to the Charity together with the expected future cash flows, the trustees have a reasonable expectation that charity has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the charity's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

c) **Income recognition**

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

d) **Donations and legacies**

Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably. Volunteer time is not included in the financial statements.

e) **Contractual fee income**

Contractual fee income is recognised to the extent that the charity has provided the services. Where such income is received in advance, the income is deferred until the charity becomes entitled to them.

f) **Grants**

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, the amount of income receivable can be measured reliably and there is probability of receipt.

Grants for the purchase of fixed assets are credited to restricted income when receivable. Depreciation of fixed assets purchased with such grants is charged against the restricted fund. Where a fixed asset is donated to the charity for its own use, it is treated in a similar way to a restricted grant.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (continued)

g) Expenditure

Expenditure is recognised in the period in which they are incurred. Expenditure includes attributable VAT which cannot be recovered.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis being an estimate, based on staff time, of the amount attributable to each activity.

	Salary and overheads	Support costs	Governance costs
	%	%	%
Raising funds	1	1	-
Independent living	59	69	70
Horticulture	26	30	30
Support costs	11	-	-
Governance	3	-	-

Governance costs include the management of the Charitable Company's assets, organisational management and compliance with constitutional and statutory requirements.

h) Raising funds

The costs of raising funds relate to the costs incurred by the Charitable Company in raising funds for the charitable work.

i) Depreciation

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life: The depreciation rates in use are as follows:

Building	Over 100 years on the cost of building
Property improvements	25 years
Equipment	4 years
Fixture and fittings	4 years
Motor vehicles	4 years

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

j) Restricted funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.

k) Unrestricted funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity.

l) Designated funds

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

m) Transfers

Transfers are made between funds to subsidise restricted funding, or if additional funds are designated by the trustees.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (continued)

n) Rentals

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

o) Pension scheme

Share Community provides 5% on top of the salary to be paid directly into Share's Defined Contribution Pension Scheme with The Pension Trust (TPT). All employees also contribute a minimum of 5% (from April 2023) into their pension scheme.

p) Financial Instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

q) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

r) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

s) Creditors and provisions

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.

t) Legal status

Share Community is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to 25p per member of the charity.

u) Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no judgements or estimates critical to the financial statements.

2. DONATIONS AND LEGACIES

	Restricted £	Unrestricted £	2024 Total £	2023 Total £
Donations, gifts and subscriptions	-	52,912	52,912	27,996

All donations income in 2023 was unrestricted.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

3. EXPENDITURE

	Raising Funds 2024 £	Independent Living 2024 £	Horticulture 2024 £	Support Costs 2024 £	Governance 2024 £	Total 2024 £
Staff costs (note 5)	7,958	907,161	346,306	166,426	33,008	1,460,859
Direct cost	24,106	303,937	112,490	76,853	-	517,386
Other costs	-	-	-	-	22,340	22,340
	<u>32,064</u>	<u>1,211,098</u>	<u>458,796</u>	<u>243,279</u>	<u>55,348</u>	<u>2,000,585</u>
Support costs	1,545	174,948	66,786	(243,279)	-	-
Governance costs	-	40,056	15,292	-	(55,348)	-
	<u>33,609</u>	<u>1,426,102</u>	<u>540,874</u>	<u>-</u>	<u>-</u>	<u>2,000,585</u>

Governance costs include audit fees of £15,291 and staff costs of £33,008 (2023: £14,570 and staff costs of £33,116 respectively)

<i>2023 comparatives</i>	Raising Funds 2023 £	Independent Living 2023 £	Horticulture 2023 £	Support Costs 2023 £	Governance 2023 £	Total 2023 £
Staff costs (note 5)	12,594	717,052	314,243	133,211	33,116	1,210,216
Direct cost	13,170	226,234	101,066	-	-	340,470
Other costs	-	-	-	26,201	14,700	40,901
	<u>25,764</u>	<u>943,286</u>	<u>415,309</u>	<u>159,412</u>	<u>47,816</u>	<u>1,591,587</u>
Support costs	1,949	109,483	47,980	(159,412)	-	-
Governance costs	-	33,246	14,570	-	(47,816)	-
	<u>27,713</u>	<u>1,086,015</u>	<u>477,859</u>	<u>-</u>	<u>-</u>	<u>1,591,587</u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

4. NET MOVEMENT IN FUNDS	2024	2023
	£	£
This is stated after charging:		
Depreciation	47,859	46,362
Trustees' remuneration	-	-
Auditors' remuneration:-		
Audit (including VAT)	15,291	14,570
Interest on loans	32,414	19,831
	<u> </u>	<u> </u>

5. STAFF COSTS AND NUMBERS	2024	2023
	£	£
Salaries and wages	1,285,056	1,070,815
Social security costs	108,440	76,104
Pension contributions	58,512	49,678
Agency and other staff costs	8,851	13,618
	<u> </u>	<u> </u>
	<u>1,460,859</u>	<u>1,210,215</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

In the band £60,001 - £70,000	1	-
In the band £70,001 - £80,000	1	-

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

	No.	No.
Independent Living Skills	33	29
Horticulture	6	6
Employability Training	1	1
Administration and support	14	12
Fundraising	2	2
	<u> </u>	<u> </u>
	56	50

Over half of employees are part-time. The total employee benefits of the key management personnel of the charity were £153,314 (2023: £135,997). The key management personnel of the charity were Chief Executive Officer and Chief Finance and Operating Officer.

Volunteers donated approximately 2,417 hours over the year (230 hours from befrienders, 627 from social buddies and 1,560 from classroom, project and garden volunteers). Volunteers also gave us 219 hours from volunteer training. If we were paying a support worker to do the work that the volunteers have done, with a wage of £11.50 per hour, it would cost us £27,796 in salary alone.

6. TAXATION

The Charitable Company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

7. TANGIBLE FIXED ASSETS

	Freehold land and building £	Property improvement £	Equipment £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost						
At 1 April 2023	1,500,000	709,129	177,782	21,117	44,677	2,452,705
Additions in year	-	3,462	12,803	1,391	27,999	45,655
Disposals in year	-	-	-	-	(44,677)	(44,677)
At 31 March 2024	1,500,000	712,591	190,585	22,508	27,999	2,453,683
Depreciation						
As 1 April 2023	152,000	624,429	134,702	11,579	44,677	967,387
Charge for the year	9,500	8,307	22,061	4,491	3,500	47,859
Disposals	-	-	-	-	(44,677)	(44,677)
At 31 March 2024	161,500	632,736	156,763	16,070	3,500	970,569
Net Book Value						
At 31 March 2024	1,338,500	79,855	33,822	6,438	24,499	1,483,114
At 31 March 2023	1,348,000	84,700	43,090	9,538	-	1,485,318

8. DEBTORS

	2024 £	2023 £
Trade debtors	189,128	293,956
Accrued income	46,764	37,276
Prepayments	14,769	14,271
Other debtors	1,401	2,649
	252,062	348,152

9. CREDITORS: amounts falling due within one year

	2024 £	2023 £
Bank overdraft	-	643
Pension	10,552	10,378
Trade creditors	16,269	7,349
Accruals	46,287	30,714
Loan payable within one year	45,231	47,905
Other creditors	28,505	21,569
Deferred income (see below)	60,636	242,459
	207,480	361,017

Deferred income relates to funds received in the year which have to be spent specifically in future periods. During the year £60,636 has been deferred and £242,459 from the previous year has been released to the Statement of Financial Activities.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

10. CREDITORS: amounts falling due after one year	2024	2023
	£	£
Bank loan and mortgage payable:		
Between 1 – 2 years	47,961	49,533
Between 2 – 5 years	161,960	158,932
Greater than 5 years	239,275	280,713
	<u>449,196</u>	<u>489,178</u>

The company took out a mortgage of £1,194,000 on 30/10/2007 for the purchase of the building and is secured by a legal charge on the building. This is being repaid over 25 years.

11. OPERATING LEASES

At the year end, the charity was committed to no (2023: £nil) future payments in respect of operating leases.

12. NET ASSETS BETWEEN FUNDS

2024	Restricted Funds 2024 £	General Funds 2024 £	Total 2024 £
Tangible fixed assets	-	1,483,114	1,483,114
Current assets	-	672,931	672,931
Current liabilities	-	(207,480)	(207,480)
Long term liabilities	-	(449,196)	(449,196)
Net assets at the end of the year	<u>-</u>	<u>1,499,369</u>	<u>1,499,369</u>
2023	Restricted Funds 2023 £	General Funds 2023 £	Total 2023 £
Tangible fixed assets	-	1,485,318	1,485,318
Current assets	12,648	792,661	805,309
Current liabilities	-	(361,017)	(361,017)
Long term liabilities	-	(489,178)	(489,178)
Net assets at the end of the year	<u>12,648</u>	<u>1,427,784</u>	<u>1,440,432</u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

13. MOVEMENTS IN FUNDS -2024	At the start of the year £	Income £	Expenditure £	At end of year £
Restricted funds:				
London Borough of Wandsworth - WAF Grant	460	-	(460)	-
South West London Integrated Care Board	-	116,245	(116,245)	-
Drapers' Charitable Fund	-	10,000	(10,000)	-
Garfield Weston	-	5,000	(5,000)	-
Awards for All	-	5,805	(5,805)	-
Santander Foundation	-	59,995	(59,995)	-
Peter Stebbings Memorial Charity	-	7,000	(7,000)	-
Pictet Group Foundation	-	7,390	(7,390)	-
Baily Thomas Charitable Fund	-	7,422	(7,422)	-
The Hobson Charity	-	4,875	(4,875)	-
The London Community Foundation	3,298	12,077	(15,375)	-
Big Lottery Community Fund	8,890	12,400	(21,290)	-
Inman Charity	-	3,328	(3,328)	-
Enable Leisure	-	2,547	(2,547)	-
Groundwork London	-	6,695	(6,695)	-
Lane Clark & Peacock LLP Foundation	-	10,152	(10,152)	-
John Coates Charitable Trust	-	3,000	(3,000)	-
R&H Trust	-	23,322	(23,322)	-
LB Lambeth	-	20,000	(20,000)	-
Total restricted funds	12,648	317,253	(329,901)	-
General funds	1,427,784	1,742,269	(1,670,684)	1,499,369
Total funds	1,440,432	2,059,522	(2,000,585)	1,499,369

Full comparatives for the year to 31 March 2023 can be found in note 15.

Purposes of restricted funds

Awards for All: This funding was received to provide training in home cooking skills specifically focused on cost-effective recipes, to support our students and their families through the cost-of-living crisis.

Baily Thomas Charitable Fund: This funding supported our community café at the Black Prince Trust.

Big Lottery Community Fund: This funding was provided toward the staff cost of family support work

Drapers' Charitable Fund: This funding supported our community café at the Black Prince Trust.

Enable Leisure Trust: This project was funded to build on delivering complementary advocacy sessions to support students with learning disabilities

Garfield Weston Foundation: This funding was provided to support our core programmes around wellbeing, independence and employability

Groundwork London: This funding supports walking and cycling out in the community

Hobson Charity: This funding supported our community café at the Black Prince Trust.

Inman Charity: This funding was received to provide training in home cooking skills specifically focused on cost-effective recipes, to support our students and their families through the cost-of-living crisis.

John Coates Charitable Trust: This funding supported our community café at the Black Prince Trust.

Lane Clark & Peacock LLP Foundation: This funding supported our community meals service at the Black Prince Trust

London Borough of Lambeth: This funding supported our community café at the Black Prince Trust

London Borough of Wandsworth-WAF grant: This fund was provided to take part in Wandsworth Arts Fringe festival to showcase the talents among the people of learning disabilities and/or autism.

London Community Foundation: This funding supports our provision of physical activity and sport

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

13. MOVEMENTS IN FUNDS (CONTINUED)

Peter Stebbings Memorial Charity: This funding supported our community café at the Black Prince Trust

Pictet Group Foundation: This funding supported our Home Cooking Skills project

R&H Trust: This fund offers people with learning disabilities opportunities to Go Anywhere, Do Anything and promotes social integration.

Santander Foundation: This funding supports our delivery of digital financial literacy skills

South West London Integrated Care Board: This funding supports our wellbeing work

R&H (Hummingbird) Trust: This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

Santander Foundation: This grant supported to increasing the financial & digital literacy of adults with learning disabilities and their families.

South West London Integrated Care Board (ICB): This funding was provided to deliver dedicated support for students' wellbeing across all Share's sites, and invest in new impact resource to give a baseline dataset on what was affecting their wellbeing.

The Inman Charity: This funding was part funding to provide training in home cooking skills specifically focused on cost-effective recipes, to support our students and their families through the cost-of-living crisis.

The London Community Foundation: This funding supported autistic service users to run a self-advocacy group at Share called 'Spectrum' that developed and delivered activities that helped to make sure that the needs of people with autism within Share and the wider community are met. Later in the year, they also supported with a grant to work with disabled men to improve their physical and mental wellbeing.

The Hobson Group: This funding supported our community café at the Black Prince Trust

Transport for London: This funding supported for travel training, create awareness in safety in the community and the benefits of a more active lifestyle.

14. RELATED PARTY TRANSACTIONS

Total donation income from the trustees and related parties in the year was £1,740 (2023: £520).

There were no other related party transactions in the year (2023 – the same).

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2024

15. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	<i>Restricted</i> 2023 £	<i>Unrestricted</i> 2023 £	<i>Total</i> 2023 £
INCOME FROM:			
<i>Donations and legacies</i>	-	27,996	27,996
<i>Other trading activities</i>	-	23,451	23,451
<i>Investments</i>	-	1,169	1,169
<i>Charitable activities:</i>			
<i>Independent Living Skills</i>	195,585	943,661	1,139,246
<i>Horticulture</i>	72,340	349,025	421,365
TOTAL INCOME	<u>267,925</u>	<u>1,345,303</u>	<u>1,613,228</u>
EXPENDITURE ON:			
<i>Raising funds</i>	-	27,711	27,711
<i>Charitable activities</i>			
<i>Independent Living Skills</i>	179,161	906,856	1,086,017
<i>Horticulture</i>	78,516	399,343	477,859
TOTAL EXPENDITURE	<u>257,677</u>	<u>1,333,910</u>	<u>1,591,587</u>
Net income/ net movement in funds	10,248	11,393	21,641
<i>Total funds brought forward</i>	<u>2,400</u>	<u>1,416,391</u>	<u>1,418,791</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>12,648</u></u>	<u><u>1,427,784</u></u>	<u><u>1,440,432</u></u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

16. COMPARATIVE MOVEMENTS IN FUNDS FOR THE YEAR ENDED 31 MARCH 2023

	<i>At the start of the year</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>At end of year</i> £
Restricted funds:				
WAF Grant	-	1,950	(1,490)	460
Wandsworth community grant	-	49,856	(49,856)	-
Wandsworth contract	-	14,581	(14,581)	-
Garfield Weston	-	20,000	(20,000)	-
Awards for All	-	6,607	(6,607)	-
Santander Foundation	-	45,245	(45,245)	-
The London Community Foundation	-	12,031	(8,733)	3,298
Big Lottery Community fund	2,400	49,601	(43,111)	8,890
Inman Charity	-	1,672	(1,672)	-
Transport for London	-	1,249	(1,249)	-
Enable Leisure	-	848	(848)	-
City Bridge Trust	-	40,963	(40,963)	-
R & H Trust	-	23,322	(23,322)	-
Total restricted funds	<u>2,400</u>	<u>267,925</u>	<u>(257,677)</u>	<u>12,648</u>
General funds	<u>1,416,391</u>	<u>1,345,303</u>	<u>(1,333,910)</u>	<u>1,427,784</u>

SHARE COMMUNITY LIMITED

England & Wales - Charity number 264894

Accounts

SHARE COMMUNITY LIMITED
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Company Number: 01081030
Charity Number: 264894

SHARE COMMUNITY LIMITED
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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SHARE COMMUNITY LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2023

Status	The organisation is a Charitable Company limited by guarantee, incorporated on 9 November 1972 and registered as a charity on 19 February 1973.	
Governing Document	The company was established under a memorandum of association which established the objects and powers of the Charitable Company and is governed under its articles of association.	
Charity Registration Number	264894	
Registered Company	01081030	
Registered and operation address	64 Altenburg Gardens London SW11 1JL	
Board of trustees (Directors)	Kate Heaps Jayshree Davé Christopher Jeffery Simon Allocca Lisa Androulidakis Michael Barnett David Fox Natasha French Kirsty Humby Srishti Mahhajan Karen McKay Steven Pettengell Katie Thomas Klementyna Zastawniak	<i>Chair</i> <i>Vice Chair</i> <i>Treasurer</i> <i>Appointed 07/02/2023</i> <i>Resigned 02/08/2022</i> <i>Resigned 06/09/2022</i> <i>Appointed 07/02/2023</i> <i>Resigned 11/09/2022</i> <i>Resigned 06/12/2022</i> <i>Appointed 07/02/2023</i>
Patrons	Lord Alf Dubs Patricia Hodge OBE Geraldine James OBE	
Company Secretary	Annie McDowall (Resigned on 09/05/2022) Abi Carter (Appointed on 09/05/2022)	
Chief Executive	Annie McDowall (Resigned on 09/05/2022) Abi Carter (Appointed on 09/05/2022)	
Bankers	HSBC 240 Lavender Hill London SW11 1LH	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Independent Auditors	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

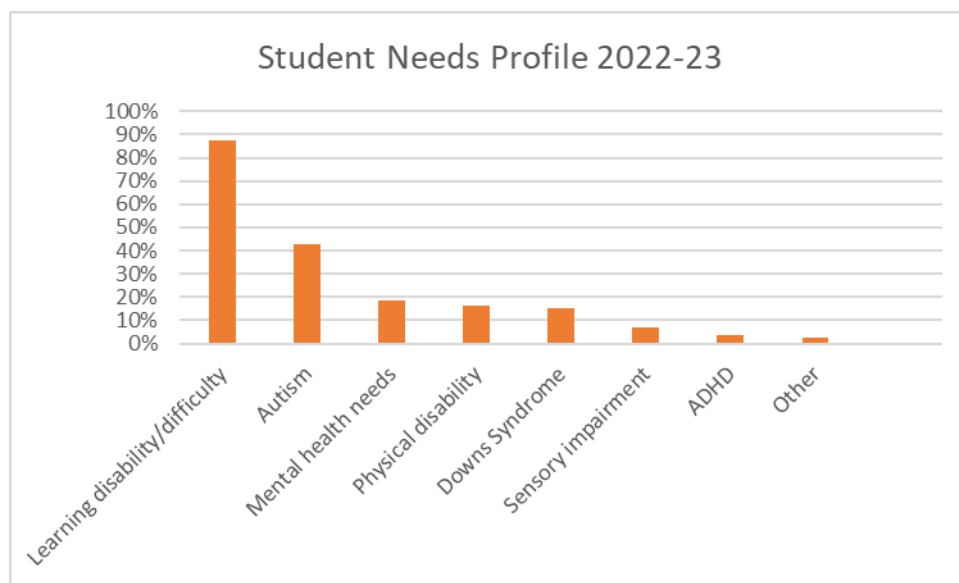
The trustees present their report and the audited financial statements for the year ended 31 March 2023.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (Second Edition).

STRATEGIC REPORT

In the 2022-23 financial year, Share worked with 164 disabled adults across three South London sites: Altenburg Gardens in Battersea, We are 336 in Brixton, and the Share Garden in Tooting:

- 62% were male and 38% were female;
- 34% were 20-30 years old, and the next largest cohort were 30–40-year-olds, who constituted 26% of our students. The youngest student was 20 and the oldest was 72;
- Although the largest single demographic with regards to ethnicity was White British (36%), most of our students (58%) come from minoritised ethnic backgrounds e.g. Black British Caribbean (21%) and Black British African (19%);
- 70% lived in the 50% most deprived areas of England and Wales.



Our Objectives: Share Strategy 2023-2026

In November 2022, Share finalised a new, three-year strategy, defining our objectives from 2023 to the end of the 2025-26 financial year. The strategy was compiled in consultation with students and their carers, staff, volunteers and trustees, donors and supporters, and key external stakeholders such as the London Boroughs of Wandsworth and Lambeth.

In it, we laid out a vision of a world where disabled adults are genuinely valued and included, can make choices and have the freedom to achieve their ambitions. We agreed that our mission i.e. the role we can play in creating this world, is to provide a safe, empowering and progressive experience where disabled adults can develop their skills, wellbeing and purpose to enable them to live more independent, happier and healthier lives.

In order to achieve our mission, we set out to provide a range of services at our sites and in our local communities aimed at:

- Improving physical and mental health and wellbeing;
- Developing independent living skills;
- Ensuring our students have the confidence and opportunities to participate in their communities; and
- Supporting our students into voluntary and paid work through their own skills development, and by educating and influencing wider society about the benefits of employing adults with learning disabilities and autism.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

We identified the following foundations to being necessary to have in place to enable successful delivery:

1. The retention and recruitment of a fulfilled, high-performing team of staff and volunteers with diverse skills, backgrounds and lived experiences;
2. The development and use of robust back-office systems and processes to ensure front-line delivery can be undertaken efficiently and effectively;
3. Diversified and strengthened income streams so we're in the position to make choices about how we invest in our services and our people in the future;
4. A culture where everyone behaves in accordance with our values, where decision-making processes are transparent and where everyone is encouraged to have autonomy and is accountable for their actions.

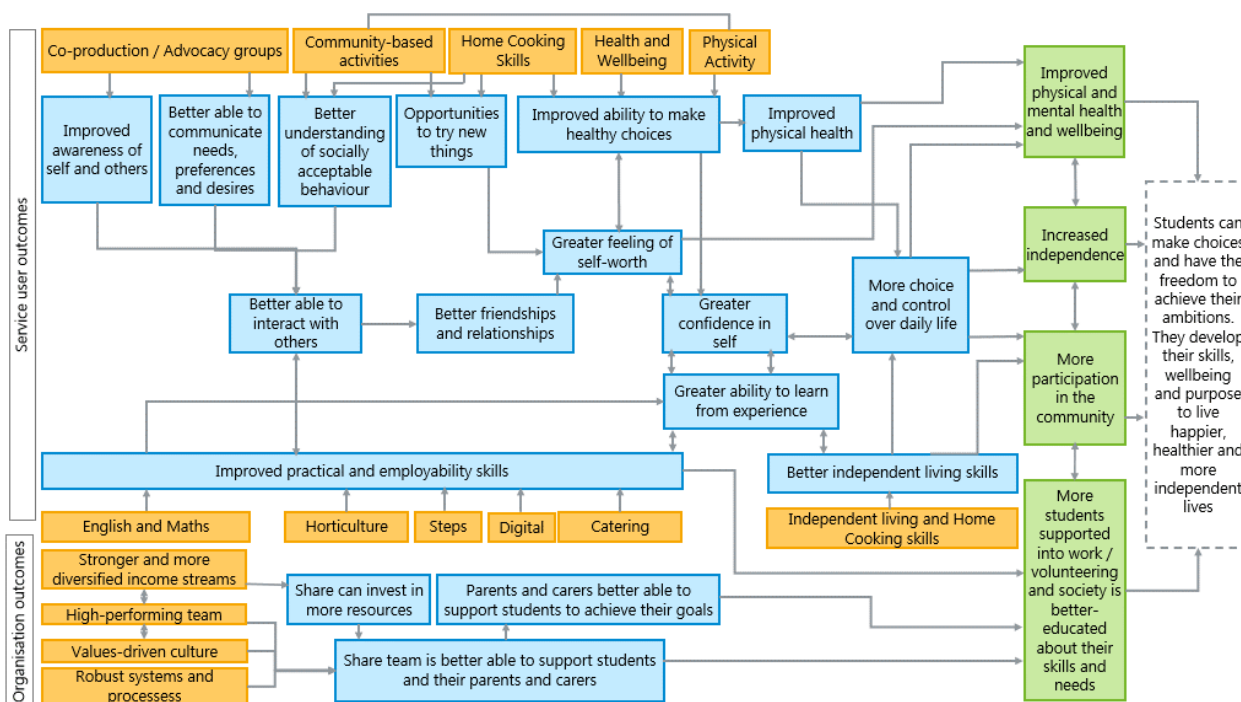
The values agreed upon – which we ask everyone with whom we work (trustees, staff, students, carers, volunteers etc.) to demonstrate – were to:

- Be **respectful** to each other at all times – all of us will aim to treat each other as we'd wish to be treated ourselves, and always be mindful of the fact all our students are adults and should be treated as such;
- Be **inclusive** – we will celebrate the diversity of cultures, abilities and personalities at Share, and we will ensure that the time and care is taken to understand and cater for individuals' needs and preferences;
- Be **supportive** of each other – we will help each other out, give people the tools they need to succeed, and empower people to make choices;
- Be **kind** – we will look out for and after each other, and we'll put our students' and employee's wellbeing at the forefront of our delivery;
- Act with **integrity** – when we say we're going to do something, we'll do it, and we'll have high ethical and professional standards and take responsibility for our actions;
- Be **ambitious** – for what our students can achieve, for the development of our staff and for the changes we aim to make in society.

Finally, we identified seven strategic objectives which we want to have achieved by early 2026 if we are to deliver our strategy:

- To have diversified and grown our income streams so we are more financially independent and resilient;
- Every student to have a clear sense of how they can progress through, and also out of, Share;
- To deliver high-quality services that make a positive impact, and to effectively demonstrate that impact internally and externally;
- To develop local partnerships and networks which will help us deliver more / better services, maximise funding opportunities, and more effectively educate the outside world about our students' skills, needs and preferences;
- To have a diverse, settled and well-resourced team of staff and volunteers who are fulfilled in their work, and developed, supported and challenged to be the best they can be;
- To have back-office systems, hardware and processes that match the quality of our front-line services;
- To make the most of our physical environment – for the benefit of our students, our staff and our neighbours.

We created a new Theory of Change, illustrating how all our training programmes and activities feed into our four goals and mission:



In 2022-23 we started making strides to achieving our objectives. We secured grants from the new SW London Integrated Care Board for our wellbeing work with our students – thereby beginning to diversify our income streams and develop more local partnerships – and we diversified our interview panels and set up Staff Wellbeing and Equity, Diversity and Inclusion Working Parties to take steps toward a more diverse and supported staff team.

Our Activities:

Coming out of Covid-19

Share continued its work with local GPs at the Battersea Rise Group Practice to deliver booster vaccines to students, their families and carers and staff in October 2022. We maintained regular regular testing for staff in line with government advice, ceasing in March 202, again in line with government guidance, when we advised staff to test only if symptomatic and treat Covid like other illnesses i.e. not to come to work if feeling ill.

The use of Zoom / Teams did prove a lifeline for many during Covid because it allowed people to stay in touch and speak to those they would otherwise not have been in contact with. Each day at Share begins with an hour-long pastoral session in which students understand the plans and schedule for the day and have the chance to talk about their feelings and share news. In 2021 and 2022 we ran those pastoral sessions over Zoom so students at different sites could check in with each other. However, in 2023 we reverted to each class running their own pastoral session, to make it a calmer and less overwhelming start to the day for those students who prefer smaller groups. However, we did start running our parents and carers’ forums as hybrid meetings, which allowed more people to attend and contribute.

Our programmes

Catering courses:

32 students worked with our Chef Trainer and Assistant Chef in our commercial kitchen at Altenburg Gardens on developing skills needed to produce 40-50 meals a day for their fellow students and staff in our canteen. Our catering course aims to provide students with foundational catering, hygiene and customer service skills necessary to work in a kitchen, and this year, one student completed their Food Safety for Catering at Level 1 Award. Their peers worked, as all our students do, on a range of “I can” objectives (e.g. “I can use knives safely”, “I can work as part of a team”) they had identified at the start of each six-month term.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

In our domestic kitchen in Brixton, our Home Cooking Course went from strength to strength as more students expressed an interest in being able to cook meals for themselves and their families/friends at home, as opposed to in a professional setting. Our Home Cooking Skills Tutor and Support Worker encourage students to bring in recipes they've enjoyed at home, seen online or read about, and they have celebrated a variety of cultures and heritages through cooking food on national days. The 32 students who have participated in Home Cooking Skills have also learnt about how to make food go further as the cost of living increases, and to make healthy swaps e.g. using more pulses and vegetables than meat. Consequently, it has proven to be a good vehicle for introducing students to tastes and textures they may not have previously experienced.

In the Summer of 2022, we began discussing the potential of a partnership – and the opening of a fourth site for Share – with the Black Prince Trust (BPT). The BPT Community Hub in Vauxhall comprises a community café alongside a range of sporting facilities, and LB Lambeth have supported the use of that café space for charitable purposes in the form of a grant to fully kit out a new kitchen. The BPT already work with local residents to provide them with surplus fresh food from the Felix Project, so we conceived a new programme whereby our students would use their catering skills to turn fresh food into healthy, microwavable meals which would be distributed free of charge to local people in need. After consultation with our Chef Trainer with regards to the kitchen specification, new equipment was installed in 2023, for a project due to begin in the 2023/24 financial year.

Horticulture:

The horticulture project, based at our Share Garden on the site of Springfield Hospital remains our most popular course. Our garden team worked with 61 students in the garden, the greenhouse and the polytunnels growing and harvesting plants, vegetables and herbs and selling the fruits of their labours to the public, as well as transferring the vegetables to Altenburg Gardens to be used there. They also made and sold Christmas wreaths and tree decorations for the Christmas fairs we held at our sites in November.

Digital and Financial Literacy, and Maths and English:

Whether people want to try to get into work or volunteering, or just want to have more control over their own lives and use modern technology, we have a range of courses aimed at developing the foundational skills and understanding to help them achieve their goals. Our Maths and English course aims to support students to read, count, measure etc. in real life situations such as understanding signage, shopping, and cooking. It also helps them understand social norms e.g. how to make and develop conversations with new people – skills that they will require as they broaden their networks and become more independent. In total, 20 students participated in Maths and English in 2022-23.

In our accredited courses, nine students completed the Reading unit and four achieved the Reading and Writing units for English Entry Level 1. Eight students achieved the Reading unit and Speaking & Listening unit, and four completed the Writing unit in English Entry Level 2.

As more transactions and interactions take place online rather than in person, our Digital Skills courses supported 28 students to understand about online safety, online transactions / banking, and the recreational use of the internet and digital resources e.g. social media, YouTube.

Steps into Employment:

Many of our courses contain elements that will help people access the world of work, whether it is technical skills learnt in catering or horticulture, understanding how to negotiate London safely via our community-based services, or developing conversational skills in Maths and English. Our Steps course, which 15 students accessed during the year, builds on these competencies. It introduces students to different job roles and workplaces (going to Selhurst Park to practise serving drinks from Crystal Palace FC's bars was a highlight) and gives them an understanding of what a job entails e.g. being on time, being part of a team, presenting yourself in an appropriate way.

Community-based programmes:

Over the past year, 67 of our students were supported to "Go Anywhere, Do Anything" (GADA) during evenings and weekends. This programme enables students to access entertainment and social events across London and beyond, taking in clubbing, musicals and sports events. The 39 trips and the "GADA hangouts" which ran from our Altenburg Gardens site, were facilitated by 39 volunteers and 12 staff, who, between them acted as "social" buddies on 160 occasions. In all, 11 new members joined GADA.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Over and above the GADA trips, several members participated in our new initiative, *I Choose My Friends*, the eventual aim of which is to nurture friendships outside of Share without our facilitation. Initially, volunteers support members to meet up outside of Share, and then, with the support of their network, will look to get members to the stage where they meet totally independently.

Our befriending programme also builds friendships outside of our sites, and this year we were able to support eight members with a matched befriender. One of our major challenges this year was having the staff capacity and volunteer numbers to make good matches – befriending requires a volunteer committing to regular meet ups over a period of many months, rather than being able to facilitate ad hoc trips. Notwithstanding the challenges of recruitment, our volunteer benders contributed 388 hours of befriending throughout the year, providing their bendees with valuable support.

Within Share's core hours, our community-based programmes "My Community and Me" and "Get Out and About" involved 42 students contributing their ideas for trips, planning them, and going out around London. Aside from bringing new experiences to students, enabling them to explore their interests and heritage through cultural events and exhibitions, and improving the visibility of disabled adults out in public, they also build transferable skills such as using public transport and apps to navigate around London. One of the most popular projects were Friday football sessions run by the Chelsea FC Foundation where the enjoyment and skills development was palpable week on week. When the sessions finished in the autumn, students set up their own Friday kickabout on Clapham Common, which is a few minutes' walk from Altenburg Gardens.

Developing Independence and Making Choices:

Our Independent Living Skills course included 36 students this year. Students have studied a variety of topics, including living in a diverse society, environmental issues, personal safety, rights and responsibilities, food safety and cooking, and household management. Our "My Life, My Way" tutor worked with many of our mature students, who grew up during eras when people with learning disabilities suffered from even more stigma and restrictions than they do now. The 19 students focused on how they wish to live, what they want to do, and who they would like to do it with. They developed the practical skills needed to build networks, pursue friendships, and find out what's happening in their community so they can participate.

In February, we carried out a student survey and, for the first time, asked them questions to understand how well our clubs / sessions promoting advocacy were working. Three-quarters of our students attend clubs or groups that promote students making choices and decisions about what they do, and having their voices more effectively heard. They include "Spectrum" which encourages students to share thoughts on their disabilities and educate others about them e.g. they created videos on how to deal with triggering situations, and their communication preferences.

Nearly 80% of respondents to the survey said Share helps them to "say what they think about things", and 83% said Share helped them "make choices for themselves". However, in both cases, around one-sixth of students weren't sure about how to answer. Therefore, looking at what we can do to help students understand their rights and how to make their voices heard will be an area of focus in future.

Health, Wellbeing and Creative Expression:

All our activities aim to improve our students' mental health and wellbeing in some form – whether that's through introducing techniques like meditation to control difficult emotions, or providing social opportunities which help strengthen friendships and introduce them to new experiences.

We have embraced a more holistic view on Health and Wellbeing this year, introducing mindfulness, more physical activity across all our sites (in the form of movement and dance as well more traditional sports) and more access to urban nature. We partnered with Disability Sports Coach and Movement Works to provide specialist physical activity sessions, we continued to support students to make sensible choices about diet and portion control throughout our catering classes and at lunchtimes, and we worked with students to develop different methods of identifying and managing triggers that can cause them stress.

For many students, the creative expression that comes through producing art and music hugely promotes their wellbeing. Our music group have been exploring an eclectic range of musical genres, and performed for their fellow students and their carers, staff and guests at the Share Awards in November 2022. Our student artists continued to produce a range of paintings, animations, textile-works and digital art – and their talents were on show at our Awards and Christmas Fairs.

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We were thrilled to take part in a millinery fashion show and exhibition at the Royal Academy of Dance, part of the 2022 Wandsworth Arts Fringe. Our students designed bespoke headwear in a series of joint workshops with students from the Royal College of Art's MA Fashion programme, and the project culminated in a fashion show where students modelled their hat designs. The project, called Fashion + Joy = Share + RCA, sought to make art and fashion accessible to everyone.

In all, 26 students participated in Health and Wellbeing, 39 in music and 40 in art.

Organisational Development

Staff working parties

Share is proud to put our students' interests and wellbeing at the forefront of our delivery, but with the arrival of a new CEO from outside the sector, we resolved to invest more in our employees' wellbeing – not only would that promote recruitment and retention, but it would also indirectly benefit the students. We also knew that we needed more overt focus on equity, diversity and inclusion (ED&I), and so in the autumn 2022 established a staff working party focusing on staff wellbeing and ED&I.

The working party set out to understand current employees' thoughts on those issues through a wide-ranging survey, research good practice, and make recommendations to the Senior Management Team (SMT). It soon became clear that staff wellbeing and ED&I warranted separate working groups due to the scope and complexity of the issues.

Thanks to the Staff Wellbeing Working Party, we implemented several measures including giving staff their birthdays off and providing quiet spaces for them at our sites to relax away from front-line delivery. Similarly, the EDI Working Party have ensured we now interview with diverse panels, send some questions in advance to aid neurodiverse candidates, and have embedded more opportunities to celebrate and promote our students' rich range of cultures within our delivery. We also involve students in our recruitment process, ensuring they have the opportunity to work with / ask questions of candidates, and can feedback their views afterward.

Student Wellbeing

Our dedicated Wellbeing team work with all staff to cascade good practice around safeguarding and promoting positive behaviour, and are trained to support our students during particularly challenging or stressful episodes. Sometimes they have to advocate on a student's behalf to their carers or social services, but they try to focus on developing students' ability to advocate for themselves.

Our Wellbeing Manager co-ordinated our successful reaccreditation by the National Autistic Society as a specialist provider of services for people with Autism. We strive to ensure our sites are orderly, welcoming, and facilitate students being able to understand and access all the activities available to them on any given day. There are also quiet spaces with contain a range of sensory aids, and students are encouraged to use those spaces as and when they need to.

Volunteering

This year, volunteering at Share has further grown and developed. While the voluntary sector is, in general, experiencing a decline in volunteer engagement, we were able to increase our volunteer base at Share from 63 to 79.

We recruited five new volunteers for the Garden site, meaning that there is now at least one volunteer on site every day – providing valuable support to our Horticulture team and students. We have also introduced more flexible 'half-day' opportunities for classroom-based volunteering, allowing volunteers who aren't able to commit to a full day to offer their support.

Our Volunteer and Community Services Manager took on additional responsibilities, managing We are 336 and establishing the Black Prince Trust project, so she assumed a new title of Community and Satellite Services Manager, whilst also retaining oversight of volunteering projects. Alongside this change we also recruited a Volunteer Coordinator, who took on responsibilities in recruiting and managing classroom and community-based volunteers, alongside preparing Share for the Investing in Volunteers Award assessment – which we achieved in February 2023.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Share was assessed across the six Investing in Volunteers quality areas:

1. Vision for volunteering
2. Planning for volunteers
3. Volunteer inclusion
4. Recruiting and welcoming volunteers
5. Supporting volunteers
6. Valuing and developing volunteers

Share met all standards within the six quality areas, with particular strengths identified in the way we recruit and welcome volunteers, and the way we value and develop volunteers. As part of maintaining the award, we will be creating a Continuous Development Plan with a particular focus on how we support existing volunteers

Amongst our volunteers, 36 support Go Anywhere, Do Anything, and we have 26 befrienders. Alongside Horticulture, most of our other programmes benefit from the input from at least one volunteer. All new volunteers undergo a DBS check and participate in our bespoke training. This year we also delivered specific training in Makaton, Managing Behaviour, Mental Health First Aid and Safeguarding.

This year volunteers donated c. 1,560 hours of their time to us.

In 2022 we wanted to broaden our volunteering offer to corporate groups, to react to an increased interest in corporate giving days since the lifting of pandemic restrictions. In 2022-23 we ran five corporate volunteer days: three with Brand Brewery and two with Virgin Media O2. We've welcomed 13 volunteers from Brand Brewery who donated 78 hours over three days, supporting Share Students both in the Garden and at Clapham Junction. We've also welcomed 15 volunteers from VMO2, who donated 60 hours over two separate days supporting Share Students in Home Cooking Skills.

Achievements and Performance

Student progression

The Outcomes Star is a mechanism we use for recording students' progression, challenges, and aspirations across nine different areas. Students are scored between 1-2 (It's not working) to 9-10 (Choice and self-reliance). It is compiled by our Wellbeing Team in conjunction with students, their tutors and their network of support outside of Share in order to create a holistic picture of their progress. Every student who attends Share for at least two days a week is offered the opportunity to complete a Star. It enables students to see and track their progress towards independence, which can increase motivation and willingness to learn.

In 2022-23, 92 students completed a Star. Compared to 2021-22 (and considering only the students who completed Stars in both years), there was a significant increase in average scores in three areas – work readiness by 0.8; and practical skills and learning skills both increased by 0.3. A further four areas increased by 0.1 – wellbeing, friends & relationships, living skills and social responsibility. Two areas saw a decrease of 0.1 in average scores – physical health and social & communication skills. The development of our health and wellbeing project to become more social and physical as well as the addition of sports sessions should see the scores in these areas increase moving forward.

Share students scored an average of 7 in the practical skills area which is in the "learning for yourself" areas of scores. They scored an average of 6, which is within the stable region, in all other areas except work readiness, where they averaged 4.4, which is still within the accepting support range. Although work readiness scores are lower than other areas – which has always been the case since the Star was introduced – 2022-23 was the second year in a row we have seen an increase in work readiness scores. If Share continues to work with other professionals in the form of signposting and collaborative working, we should continue to see a steady increase in work readiness scores moving forward with more students making changes/informed decisions.

It is also worth noting that usually the changes in the overall average scores are down to some students making big changes, rather than the majority making small or moderate changes. However, this year we saw many students across the board making small changes to move up in one or more areas.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Case study: Andre

Over the past year Andre has progressed in many areas of the Outcomes Star: these include communication & social skills, friendships & relationships and wellbeing.

Andre had a difficult time settling into Share and often found himself in arguments with other students. Over the past year we have worked with Andre on turn-taking and managing his emotions. Andre has also worked very hard on his waiting, which has meant that he is much more patient and other students are more likely to want to spend time with him.

Andre now has four students that he considers friends, and is making more positive relationships playing football. He is very helpful around Share and is often the first student to get help if someone else is upset.

Challenges

Recruitment – and retention – of staff continued to present significant challenges. Covid-19 took an emotional toll on many within adult social care. This, plus the fact that most staff are required to work at our sites, and the work they do has become more intensive because students have increasingly complex needs, means that many people are either leaving the sector or not joining it in the first place. Moreover, and in keeping with similar organisations in the sector locally, we have struggled to recruit enough staff, volunteers and trustees from a diverse range of backgrounds i.e. to reflect our student body.

Covid-related funding from trusts and foundations and statutory sources began to dry up, to be replaced with cost-of-living related funding. Moreover, both donors and volunteers are finding their ability to support charities hampered by the return to in-person work and the increased cost of living, so the fundraising environment is tough.

We continue to find moving students towards employment challenging, as there are numerous barriers to overcome. Re-establishing our accredited qualifications has taken more time than anticipated, partly because of not having enough staff qualified to conduct assessments, and partly because of the number of students coming into Share with more complex needs.

Fundraising approach and performance

In April 2022, Share employed a Senior Community and Events Fundraiser to begin to lay the foundations to strengthen our support amongst local people and businesses. Our long-standing freelance trusts and foundations fundraiser finished her work with us to pursue full-time work, so we engaged a specialist fundraising agency, Vantage, who work with small and medium-sized charities.

We had a reasonably successful year in terms of fundraising, raising unrestricted donations of £27,996 and restricted funding towards our charitable activities of £267,925. Fundraising was undertaken by the Chief Executive, the Senior Community and Events Fundraiser, the Community and Satellite Sites Manager and Vantage. Most of our fundraising income came from trusts and foundations, but we also have a small number of individuals who donate to Share.

Our main areas of success were around supporting our students' wellbeing, embedding digital throughout our services, helping our students get more active, and delivering cookery skills to support our students through the cost-of-living crisis. The main areas of challenge lay in attracting financial support for our social integration activities i.e. befriending and *Go Anywhere, Do Anything*. These projects are so important for developing our students' confidence and ability to form healthy relationships, and it's imperative we can continue to provide them.

The charity is not registered with the Fundraising Regulator, as we spend under £100,000 on fundraising; however, we adhere to the standards of the Fundraising Code of Practice. In the year under review, there were no complaints about Share's fundraising activity.

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TRUSTEES' REPORT

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Plans for the Future

Our strategy sets out what we're aiming to achieve in the 2023-24 financial year, and the two years beyond.

In the short term, successfully establishing a new project at the Black Prince Trust Community Hub and securing our place on LB Wandsworth's new framework of providers of life skills and wellbeing opportunities services are our priorities. They should enable us to increase our reach, deliver services that can be a bridge for our students between Share and paid work, and improve the surety of our income from one of our key local authorities.

In the medium term, improving our offering at the Share Garden, via a new, fully-accessible building is hugely important. In 2023-24 we will need to take steps towards that goal by working with the property developer, City & Country, to obtain planning permission for the new building, agree on the size and nature of our new garden, and move out of our current building to facilitate the development. Like the Black Prince Trust site, we envisage our future garden as a place where our students can integrate with members of the local community. We also believe there is scope to broaden the activities delivered at the garden, incorporating programmes such as catering and crafts to support our students to further improve their health and wellbeing.

Within all our programmes, across the board, we will focus on embedding digital literacy and mental and physical health and wellbeing – we know that both our students and their carers see these areas as crucial. Providing fora in which our students can make their voices heard, and doing all we can to encourage them to make choices – even if they're choices we don't agree with, because that's their right as an adult – will underpin our work. And delivering more parents' and carers' fora and events in order to support them to reinforce our approach at home e.g. give them the necessary confidence to have students cooking at home, or using their own bank cards, should also help both parties.

Our strategy sets out the choices we want to make as an organisation, and funding – particularly unrestricted funding – will be a key enabler. Therefore, developing a coherent fundraising strategy, focusing on how we will attract support from more individuals and corporates, will be a priority for 2023-24. Continuing to improve the diversity of our staff, volunteers and trustees, and ensuring Share is an equitable organisation where everyone feels heard and included, is key to us providing the best service and being the best employer we can be, and we have invested in our impact function with the aim of being able to make more data-driven decisions.

Directors complying with duty regarding matters in section 172(1)(a-f) of the Companies Act 2006

We can declare that each director of Share confirms that, during the year, they have acted in a way that they consider, in good faith, would be most likely to promote the success of Share to achieve its charitable purpose. They considered the likely consequences of any decision in the long term, the interests of Share's employees, and the need to foster business relationships with suppliers, customers and others. In decision making they also considered the impact of Share's operations on the community and the environment, as well as the desirability to maintain a reputation for high standards of business conduct.

Structure, governance and management

Share Community's constitution is set out in the Memorandum and Articles of Association, first drawn up in 1972, revised in 1997, in 2012 and again in 2022. Share Community ("Share") is a registered charity and company limited by guarantee. Operational activities are delegated by the trustees to the Chief Executive ("CEO") and their staff.

During the year under review, there were 14 trustees, who are also directors of the company – three trustees were appointed, and four trustees resigned during the year. When recruiting new trustees, the board and CEO assess the range of skills and lived experience needed and advertise our vacancies using a range of trustee recruitment platforms and through professional and social media networks. A recruitment panel is comprised of a selection of trustees and includes relevant members of the Senior Leadership Team depending on the skills required, they decide which of the candidates has the skills and experience required. All appointments are subject to satisfactory references and an enhanced Disclosure and Barring Service check and are ratified by the whole board. Following the most recent recruitment, the average age of our trustees is 45, 67% are female and 11% of our trustees are from a minoritised ethnic background.

All three sub-committees had new chairs this year, due to the existing chairs' terms ending or resignations: Chris Jeffery took over from Michael Barnett (resignation) as Treasurer and Chair of the Finance and Operations Committee; Katie Thomas took over from Karen McKay (who had served both her terms) as Chair of the HR and Safety Committee and the Board's Safeguarding Lead; Jayshree Davé took over from Natasha French (resignation) as the Chair of the Quality and Impact

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Committee.

The board of trustees meets bi-monthly in person, and sub-committee meetings are held online. The Finance and Operations committee meet bi-monthly, two weeks in advance of the Board, and delivers the financial scrutiny and oversight that supports the Board. It is tasked with reviewing the overall financial position for appropriateness, monitoring the financial management techniques employed at all levels within the organisation and receiving the annual financial statements before board approval. The frequency of both the HR and Safety and the Quality and Impact committees changed from every four to every three months during the year. The HR and Safety committee review adherence to policies, staff wellbeing and training, procedures for managing pay levels, performance and succession planning. They ensure that health and safety is monitored, and compliance is maintained to ensure Share is a safe place to work. The Quality and Impact committee monitors progress against Share's aims and objectives, and looks at the quality of service being provided to our students. Each trustee attends at least one of these committees, and the Chair and Vice Chair attend them all.

The board appraises itself and the Chair meets with each Trustee one to one at least once a year. The Chair has biennial 360° appraisal facilitated by the Chair of the HR and Safety Committee and the Deputy Chair, and she meets with the CEO on a fortnightly basis and the CEO reports to her on six-monthly objectives. All the committees have Terms of Reference, and all delegated matters are included in a scheme of delegation approved by the board. The CEO reports directly to the board.

In September 2022 the Board and SMT had an away day which contributed to the overall Share strategy, and with the approval of that strategy the CEO and SMT then implement it through departmental operational plans. Significant financial decisions are referred to the board, and Trustees are notified of any issues of concern, including safeguarding issues and serious incidents.

New trustees receive a thorough induction including receiving information about Share, its governance and strategic documents and the roles and responsibilities of a trustee. They also receive the latest guidance for trustees from the Charities Commission. During their induction, they visit Share to learn more about our organisation, our staff and students, and benefit from buddying with an existing trustee.

Communication is carried out via Microsoft Teams and email, and all trustees have Share email accounts through which they conduct Share business. The CEO also sends updates on Share activities and developments between board meetings, for which the board receive more detailed reports. Trustees are encouraged to take part in conferences and training events to improve their understanding of governance issues and enable them to network with other trustees. This year, the chairs of the Board and the HR and Safety committee worked with the Chief Finance and Operating Officer to conduct health and safety audits across our three sites, which included reviewing the relevant policies and procedures.

At the end of the year under review, there were there were 48 permanent members of staff, supplemented by a "bank" of nine casual staff who provide our students and staff with highly-skilled additional support. The SMT included the Chief Executive, Chief Finance and Operating Officer, Head of Training and Digital Integration, and Head of Outreach and Wellbeing. The Management Group included SMT, plus the managers of our Garden, Community Services and Satellite Sites, and Independent Living Skills work, and our HR, Marketing and Comms, and Wellbeing Managers.

Public Benefit Statement

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

We affirm that our organisation benefits members of the public who are disabled or have long term health problems by providing them with vocational training, education, and personal development in order that they may realise their potential and make the most of life. We are supporting people to live happier, healthier and more independent lives. Some Share students work towards nationally recognised qualifications to give them better employment and development opportunities. Some do not aim for formal qualifications, instead building portfolios detailing their learning and skills development. Share does not have a geographical limitation in terms of who may use our services, although some of our contract work stipulates that we work with students from certain London boroughs on specific programmes. Students' fees are usually paid by local authorities, NHS, or contracts with government agencies. Some students use direct payments or individual budgets to purchase their training at Share. Fees do not cover the whole cost of the services and so charitable donations provide a vital contribution to subsidise our services.

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We believe that everyone has something positive to contribute to their community. We enjoy working within the wider community, for example linking with community groups, environmental groups, local businesses, and faith communities. Our garden, within the grounds of Springfield Hospital, adds to the amenities available for hospital staff and patients, supplies some of the ingredients used by the Share kitchens, and brings in members of the public, who purchase our produce and attend our open events.

Remuneration of key management personnel

The Remuneration Committee, a small group of trustees who make a recommendation to the whole board, reviews the pay of the SMT annually. Any increases are made in accordance with any inflationary-related increases that have been recommended to Finance and Operations committee for the rest of the team, as well as being benchmarked against pay levels in other charities, as we seek to ensure that salaries are competitive to recruit and retain excellent staff and are commensurate with the responsibilities of each role.

RESERVES POLICY

During the year the trustees have reviewed the reserves policy and have re-examined Share's requirements for free reserves in the light of the predominant risks to the organisation and its working capital requirements. Free reserves are defined as Current Assets less Current Liabilities (excluding the short term element of the mortgage debt secured on the building). This represents Share's available working capital. Reserves were £479,548 at 31/03/2023 (£487,810 at 31/03/2022).

Share aims to have free reserves sufficient to meet vulnerabilities in its planned operations and to have a degree of flexibility to invest in new areas. The Trustees have set a target range for free reserves of £475,000 to £525,000. This represents around 25% of forecast expenditure in the coming year, which the Trustees expect will safeguard the continued solvency of the Charity while allowing project opportunities for future development to be pursued. Over time, the Trustees expect the target range to rise, reflecting the growth of charitable activities and increased organisational complexities.

RISK STATEMENT

A full risk review was conducted in March 2023, with an updated risk register being presented to the Finance and Operations committee, and then to the board for approval in April. We have assessed identified risks based on high, medium, and low impact and probability. Mitigating actions have been identified to all risks, and, in the trustees' opinion, all known risks have been anticipated and the board is confident that they can be managed.

We have identified that the biggest risks to Share as:

- Insufficient income from local authorities due to: funding constraints impacting on the efficacy of the process of referring students to us; potentially losing work from LB Wandsworth if we were not to be accepted onto a new procurement framework; income from councils not adequately mirroring our increasing costs;
- Failure to fundraise sufficient income to supplement the shortfall in statutory funding;
- A new garden building and site being inadequate for our needs or a delay in receiving planning permission which would result in disruption to our services from other, ongoing construction.

Mitigations to the above risks include:

- Working with local authorities to secure funding that reflects the increased cost of provision;
- Submitting the best possible bid to secure a place on Wandsworth's new procurement framework;
- Diversifying our income streams to be not so reliant on local authority funding
- Investing in fundraising and student enrolment resource
- Strengthening relationships with council planners and the property developer, City & Country, so our needs are understood, and increasing the resilience of our systems so they can better withstand disruption.

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FOR THE YEAR ENDED 31 MARCH 2023

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- Strengthening relationships with council planners and the property developer, City & Country, so our needs are understood, and increasing the resilience of our systems so they can better withstand disruption.

Recruitment of students is key to achieving income targets, and this is kept under scrutiny by senior managers and trustees through weekly SMT meetings, bi-monthly Finance and Operations Committee meetings and meetings of the full board of trustees.

Other risks identified included serious harm to staff or students, and we introduced bespoke training for all staff at the end of 2022 to give everyone a consistent understanding of safeguarding and behaviour management, and managers undertook Level 3 Safeguarding Training. We also considered that not adequately demonstrating the impact of our services as a risk, and recruited a new Head of Student Wellbeing and Impact in early 2023 who has a remit to develop a new impact monitoring framework.

FINANCIAL REVIEW

The Charity's income was £1,613,228 in the year ended 31 March 2023, compared to £1,370,884 in 2022. The total expenditure was £1,591,587 in the year ended 31 March 2023, compared to £1,282,596 in 2022. The net result was therefore a surplus of £21,641 during 2022/23 of which the unrestricted surplus was £11,393 and £10,248 was restricted surplus compared to surplus of £88,288 in 2021/22 of which £88,356 unrestricted surplus and £68 was a restricted deficit.

The Charity held unrestricted funds of £1,427,784 at the year end, of which £948,237 is tied up in fixed assets (inclusive of the loan and mortgage secured against the building).

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also Directors of Share Community Limited for the purposes of company law) are responsible for preparing the trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). They are listed on Page 1.

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

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

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

In so far as we are aware:

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

Members of the Charity guarantee to contribute an amount not exceeding 25p to the assets of the Charity in the event of winding up. The total number of such guarantees on 31 March 2023 was £10 (2022: £10). The trustees are members of the Charity but this entitles them only to voting rights.

AUDITORS

Haysmacintyre have expressed willingness to continue in office. A resolution to re-appoint Haysmacintyre will be proposed at the board meeting in October 2023.

The report of the trustees has been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

In preparing this report, the directors have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006.

Approved by the trustees on 6 October 2023 and signed on their behalf by:



.....
Kate Heaps
Chair



.....
Chris Jeffery
Treasurer

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SHARE COMMUNITY LIMITED

Opinion

We have audited the financial statements of Share Community Limited for the year ended 31 March 2023 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as of 31 March 2023 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which is also the Directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SHARE COMMUNITY LIMITED

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charities Law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to improper recognition of revenue, particularly the completeness and cut-off of contract income and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
SHARE COMMUNITY LIMITED**

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



.....
Vikram Sandhu (Senior Statutory Auditor)
for and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 20 October 2023

SHARE COMMUNITY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (including an income and expenditure accounts)

FOR THE YEAR ENDED 31 MARCH 2023

		Restricted 2023 £	Unrestricted 2023 £	Total 2023 £	Total 2022 £
INCOME FROM:					
Donations and legacies	2	-	27,996	27,996	26,563
Other trading activities		-	23,451	23,451	20,172
Investments		-	1,169	1,169	98
<i>Charitable activities:</i>					
Independent Living Skills		195,585	943,661	1,139,246	900,355
Horticulture		72,340	349,025	421,365	423,696
TOTAL INCOME		<u>267,925</u>	<u>1,345,303</u>	<u>1,613,228</u>	<u>1,370,884</u>
EXPENDITURE ON:					
Raising funds		-	27,711	27,711	13,014
<i>Charitable activities</i>					
Independent Living Skills		179,161	906,856	1,086,017	915,270
Horticulture		78,516	399,343	477,859	354,312
TOTAL EXPENDITURE	3	<u>257,677</u>	<u>1,333,910</u>	<u>1,591,587</u>	<u>1,282,596</u>
Net income/net movement in funds		10,248	11,393	21,641	88,288
Total funds brought forward	13	<u>2,400</u>	<u>1,416,391</u>	<u>1,418,791</u>	<u>1,330,503</u>
TOTAL FUNDS CARRIED FORWARD	13	<u><u>12,648</u></u>	<u><u>1,427,784</u></u>	<u><u>1,440,432</u></u>	<u><u>1,418,791</u></u>

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

Movements in funds are disclosed in note 13 to the financial statements.

Comparative figures for 2022 are disclosed in note 15 to the financial statements.

The notes on pages 18 to 26 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023		2022	
		£	£	£	£
FIXED ASSETS					
Tangible assets	7		1,485,318		1,511,993
CURRENT ASSETS					
Debtors	8	348,152		158,408	
Cash at bank and in hand		457,157		458,928	
TOTAL CURRENT ASSETS		805,309		617,336	
Creditors: amounts falling due within one year	9	(361,017)		(179,077)	
NET CURRENT ASSETS			444,292		438,259
TOTAL ASSETS LESS CURRENT LIABILITIES			1,929,610		1,950,252
Creditors: amounts falling due after one year	10		(489,178)		(531,461)
NET ASSETS	12		1,440,432		1,418,791
FUNDS OF THE CHARITY	13				
Restricted income funds			12,648		2,400
Unrestricted income funds					
General funds			1,427,784		1,416,391
TOTAL CHARITY FUNDS			1,440,432		1,418,791

The financial statements were approved and authorised for issue by the board of the trustees on 6 October 2023 and were signed below on its behalf by:



.....
Kate Heaps
Chair



.....
Chris Jeffery
Treasurer

The notes on pages 18 to 26 form part of these financial statements.

SHARE COMMUNITY LIMITED

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2023

	Notes	2023 £	2022 £
Net cash provided by operating activities	A	62,434	127,935
Cash flows from investing activities:			
Interest from investments		1,169	98
Purchase of tangible fixed assets		(19,687)	(13,167)
Net cash used in investing activities		(18,518)	(13,069)
Cash flows from financing activities:			
Repayment of loans		(46,330)	(51,875)
Net cash used in financing activities		(46,330)	(51,875)
Change in cash and cash equivalents in the reporting period		(2,414)	62,991
Cash and cash equivalents at the beginning of the year		458,928	395,937
Cash and cash equivalents at the end of the year		456,514	458,928

A: Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net movement in funds (as per the SOFA)	21,641	88,288
Depreciation charges	46,362	46,204
Interest from investments	(1,169)	(98)
(Increase)/ decrease in debtors	(189,744)	2,125
Increase/(decrease) in creditors	185,344	(8,584)
Net cash provided by operating activities	62,434	127,935

B: Analysis of net debt

	At 1 April 2022 £	Cash flow £	At 31 March 2023 £
Cash at bank and in hand	458,928	(1,771)	457,157
Overdraft facility payable on demand	-	(643)	(643)
	458,928	(2,414)	456,514
Loans falling due within one year	(51,952)	4,047	(47,905)
Loans falling due after one year	(531,461)	42,283	(489,178)
Total	(124,485)	43,916	(80,569)

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

a) **Basis of Accounting**

The 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) (second edition effective 1 January 2021) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Share Community meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value.

b) **Preparation of accounts on a going concern basis**

Having reviewed the funding facilities available to the Charity together with the expected future cash flows, the trustees have a reasonable expectation that charity has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the charity's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

c) **Income recognition**

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

d) **Donations and legacies**

Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably. Volunteer time is not included in the financial statements.

e) **Contractual fee income**

Contractual fee income is recognised to the extent that the charity has provided the services. Where such income is received in advance, the income is deferred until the charity becomes entitled to them.

f) **Grants**

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, the amount of income receivable can be measured reliably and there is probability of receipt.

Grants for the purchase of fixed assets are credited to restricted income when receivable. Depreciation of fixed assets purchased with such grants is charged against the restricted fund. Where a fixed asset is donated to the charity for its own use, it is treated in a similar way to a restricted grant.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

g) Expenditure

Expenditure is recognised in the period in which they are incurred. Expenditure includes attributable VAT which cannot be recovered.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis being an estimate, based on staff time, of the amount attributable to each activity.

	Salary and overheads	Support costs	Governance costs
	%	%	%
Raising funds	1	1	-
Independent living	59	69	70
Horticulture	26	30	30
Support costs	11	-	-
Governance	3	-	-

Governance costs include the management of the Charitable Company's assets, organisational management and compliance with constitutional and statutory requirements.

h) Raising funds

The costs of raising funds relate to the costs incurred by the Charitable Company in raising funds for the charitable work.

i) Depreciation

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life: The depreciation rates in use are as follows:

Building	Over 100 years on the cost of building
Property improvements	25 years
Equipment	4 years
Fixture and fittings	4 years
Motor vehicles	4 years

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

j) Restricted funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.

k) Unrestricted funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity.

l) Designated funds

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

m) Transfers

Transfers are made between funds to subsidise restricted funding, or if additional funds are designated by the trustees.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

n) Rentals

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

o) Pension scheme

Share Community provides 5% on top of the salary to be paid directly into Share's Defined Contribution Pension Scheme with The Pension Trust (TPT). All employees also contribute a minimum of 5% (from April 2023) into their pension scheme.

p) Financial Instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

q) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

r) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

s) Creditors and provisions

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.

t) Legal status

Share Community is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to 25p per member of the charity.

u) Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no judgements or estimates critical to the financial statements.

2. DONATIONS AND LEGACIES

	Restricted	Unrestricted	2023	2022
	£	£	Total	Total
			£	£
Donations, gifts and subscriptions	-	27,996	27,996	25,063

All donations income in 2023 was unrestricted.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

3. EXPENDITURE

	Raising Funds 2023 £	Independent Living 2023 £	Horticulture 2023 £	Support Costs 2023 £	Governance 2023 £	Total 2023 £
Staff costs (note 5)	12,594	717,052	314,243	133,211	33,116	1,210,216
Direct cost	13,170	226,234	101,066	-	-	340,470
Other costs	-	-	-	26,201	14,700	40,901
	<u>25,764</u>	<u>943,286</u>	<u>415,309</u>	<u>159,412</u>	<u>47,816</u>	<u>1,591,587</u>
Support costs	1,949	109,483	47,980	(159,412)	-	-
Governance costs	-	33,246	14,570	-	(47,816)	-
	<u>27,713</u>	<u>1,086,015</u>	<u>477,859</u>	<u>-</u>	<u>-</u>	<u>1,591,587</u>

Governance costs include audit fees of £14,570 and staff costs of £33,116 (2022: £13,680 and staff costs of £22,267 respectively)

<i>2022 comparatives</i>	<i>Raising Funds 2022 £</i>	<i>Independent Living 2022 £</i>	<i>Horticulture 2022 £</i>	<i>Support Costs 2022 £</i>	<i>Governance 2022 £</i>	<i>Total 2022 £</i>
Staff costs (note 5)	10,751	557,978	213,260	137,721	22,267	941,977
Direct cost	-	215,384	86,814	-	-	302,198
Other costs	-	-	-	24,741	13,680	38,421
	<u>10,751</u>	<u>773,361</u>	<u>300,074</u>	<u>162,462</u>	<u>35,947</u>	<u>1,282,596</u>
Support costs	2,264	115,901	44,297	(162,462)	-	-
Governance costs	-	26,007	9,940	-	(35,947)	-
	<u>13,015</u>	<u>915,270</u>	<u>354,311</u>	<u>-</u>	<u>-</u>	<u>1,282,596</u>

SHARE COMMUNITY LIMITED**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2023**

4. NET MOVEMENT IN FUNDS	2023	2022
	£	£
This is stated after charging:		
Depreciation	46,362	46,204
Trustees' remuneration	-	-
Auditors' remuneration:-		
Audit (including VAT)	13,680	13,680
Interest on loans	19,831	8,567
	<u> </u>	<u> </u>
 5. STAFF COSTS AND NUMBERS	 2023	 2022
	£	£
Salaries and wages	1,070,815	830,662
Social security costs	76,104	61,112
Pension contributions	49,678	39,624
Agency and other staff costs	13,618	10,579
	<u> </u>	<u> </u>
	<u>1,210,215</u>	<u>941,977</u>

No employee earned more than £60,000 during the year.

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

	No.	No.
Independent Living Skills	29	21
Horticulture	6	5
Employability Training	1	1
Administration and support	12	14
Fundraising	2	1
	<u> </u>	<u> </u>
	<u>50</u>	<u>42</u>

Over half of employees are part-time. The total employee benefits of the key management personnel of the charity were £189,504 (2022: £156,073). The key management personnel of the charity were Chief Executive Officer, Chief Finance and Operating Officer and Head of Training and Digital Integration.

Volunteers donated approximately 2,417 hours over the year (230 hours from befrienders, 627 from social buddies and 1,560 from classroom, project ad garden volunteers). Volunteers also gave us 219 hours from volunteer training. If we were paying a support worker to do the work that the volunteers have done, with a wage of £11.50 per hour, it would cost us £27,796 in salary alone.

6. TAXATION

The Charitable Company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

7. TANGIBLE FIXED ASSETS

	Freehold land and building £	Property improvement £	Equipment £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost						
At 1 April 2022	1,500,000	709,128	160,605	18,608	44,677	2,433,018
Additions in year	-	-	17,178	2,509	-	19,687
At 31 March 2023	1,500,000	709,128	177,782	21,117	44,677	2,452,705
Depreciation						
As 1 April 2022	142,500	616,248	110,689	6,911	44,677	921,025
Charge for the year	9,500	8,191	24,003	4,668	-	46,362
At 31 March 2023	152,000	624,429	134,692	11,579	44,677	967,387
Net Book Value						
At 31 March 2023	1,348,000	84,689	43,090	9,537	-	1,485,318
At 31 March 2022	1,357,500	92,880	49,916	11,697	-	1,511,993

8. DEBTORS

	2023 £	2022 £
Trade debtors	293,956	115,572
Accrued income	37,276	28,146
Prepayments	14,271	13,178
Other debtors	2,649	1,512
	348,152	158,408

9. CREDITORS: amounts falling due within one year

	2023 £	2022 £
Bank overdraft	643	-
Pension	10,378	6,885
Trade creditors	7,349	21,933
Accruals	30,714	16,601
Loan payable within one year	47,905	51,952
Other creditors	21,569	16,350
Deferred income (see below)	242,459	65,356
	361,017	179,077

Deferred income relates to funds received in the year which have to be spent specifically in future periods. During the year £242,459 has been deferred and £42,043 from the previous year has been released to the Statement of Financial Activities.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

10. CREDITORS: amounts falling due after one year	2023	2022
	£	£
Bank loan and mortgage payable:		
Between 1 – 2 years	49,533	52,653
Between 2 – 5 years	158,932	162,262
Greater than 5 years	280,713	316,546
	<u>489,178</u>	<u>531,461</u>

The company took a loan of £276,607 on 30/10/2007 for the deposit on the purchase of the building. This is being repaid over 20 years. The company also took out a mortgage of £1,194,000 on the same date and both are secured by a legal charge on the building. This is being repaid over 25 years.

11. OPERATING LEASES

At the year end, the charity was committed to no (2022: £nil) future payments in respect of operating leases.

12. NET ASSETS BETWEEN FUNDS

	Restricted Funds 2023 £	General Funds 2023 £	Total 2023 £
Tangible fixed assets	-	1,485,318	1,485,318
Current assets	12,648	792,661	805,309
Current liabilities	-	(361,017)	(361,017)
Long term liabilities	-	(489,178)	(489,178)
Net assets at the end of the year	<u>12,648</u>	<u>1,427,784</u>	<u>1,440,432</u>
	Restricted Funds 2022 £	General Funds 2022 £	Total 2022 £
Tangible fixed assets	-	1,511,993	1,511,993
Current assets	2,400	614,936	617,336
Current liabilities	-	(179,077)	(179,077)
Long term liabilities	-	(531,461)	(531,461)
Net assets at the end of the year	<u>2,400</u>	<u>1,416,391</u>	<u>1,418,791</u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

13. MOVEMENTS IN FUNDS	At the start of the year £	Income £	Expenditure £	At end of year £
Restricted funds:				
LB of Wandsworth-WAF Grant	-	1,950	(1,490)	460
South West London Integrated Care Board	-	49,856	(49,856)	-
L B of Wandsworth	-	14,581	(14,581)	-
Garfield Weston	-	20,000	(20,000)	-
Awards for All	-	6,607	(6,607)	-
Santander Foundation	-	45,245	(45,245)	-
The London Community Foundation	-	12,031	(8,733)	3,298
Big Lottery Community fund	2,400	49,601	(43,111)	8,890
Inman Charity	-	1,672	(1,672)	-
Transport for London	-	1,249	(1,249)	-
Enable Leisure	-	848	(848)	-
City Bridge Trust	-	40,963	(40,963)	-
R & H Trust	-	23,322	(23,322)	-
Total restricted funds	2,400	267,925	(257,677)	12,648
General funds	1,416,391	1,345,303	(1,333,910)	1,427,784
Total funds	1,418,791	1,613,228	(1,591,587)	1,440,432

Full comparatives for the year to 31 March 2022 can be found in note 15.

Purposes of restricted funds

Awards for All: This funding was received to provide training in home cooking skills specifically focused on cost-effective recipes, to support our students and their families through the cost-of-living crisis.

Big Lottery Community Fund: This funding was provided toward the staff cost of family support work

City Bridge Trust: This fund offers support for people of disabilities to get employment and volunteering opportunities

Enable Leisure Trust: This project was funded to build on delivering complementary advocacy sessions to support students with learning disabilities

Garfield Weston Foundation: This funding was provided to support our core programmes around wellbeing, independence and employability

London Borough of Wandsworth: This project was funded to improve digital inclusion amongst adults with learning disabilities and/or autism.

London Borough of Wandsworth-WAF grant: This fund was provided to take part in Wandsworth Arts Fringe festival to showcase the talents among the people of learning disabilities and/or autism.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

13. MOVEMENTS IN FUNDS (CONTINUED)

R&H (Hummingbird) Trust: This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

Santander Foundation: This grant supported to increasing the financial & digital literacy of adults with learning disabilities and their families.

South West London Integrated Care Board (ICB): This funding was provided to deliver dedicated support for students' wellbeing across all Share's sites, and invest in new impact resource to give a baseline dataset on what was affecting their wellbeing.

The Inman Charity: This funding was part funding to provide training in home cooking skills specifically focused on cost-effective recipes, to support our students and their families through the cost-of-living crisis.

The London Community Foundation: This funding supported autistic service users to run a self-advocacy group at Share called 'Spectrum' that developed and delivered activities that helped to make sure that the needs of people with autism within Share and the wider community are met. Later in the year, they also supported with a grant to work with disabled men to improve their physical and mental wellbeing.

Transport for London: This funding supported for travel training, create awareness in safety in the community and the benefits of a more active lifestyle.

14. RELATED PARTY TRANSACTIONS

Total donation income from the trustees and related parties in the year was £1,520 (2022: £600).

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

15. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	<i>Restricted</i> 2022 £	<i>Unrestricted</i> 2022 £	<i>Total</i> 2022 £
INCOME FROM:			
<i>Donations and legacies</i>	-	25,063	25,063
<i>Other trading activities</i>	-	20,172	20,172
<i>Investments</i>	-	98	98
<i>Charitable activities:</i>			
<i>Independent Living Skills</i>	120,806	780,568	901,375
<i>Horticulture</i>	56,850	367,326	424,176
TOTAL INCOME	<u>177,656</u>	<u>1,193,227</u>	<u>1,370,884</u>
EXPENDITURE ON:			
<i>Raising funds</i>		13,014	13,014
<i>Charitable activities</i>			
<i>Independent Living Skills</i>	128,581	786,689	915,270
<i>Horticulture</i>	49,144	305,168	354,312
TOTAL EXPENDITURE	<u>177,725</u>	<u>1,104,871</u>	<u>1,282,596</u>
<i>Net income (expenditure) before transfer</i>	(68)	88,356	88,288
<i>Net transfer between funds</i>	-	-	-
Net movement in funds	(68)	88,356	88,288
<i>Total funds brought forward</i>	2,468	1,328,035	1,330,503
TOTAL FUNDS CARRIED FORWARD	<u><u>2,400</u></u>	<u><u>1,416,391</u></u>	<u><u>1,418,791</u></u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

16. COMPARATIVE MOVEMENTS IN FUNDS FOR THE YEAR ENDED 31 MARCH 2022

	<i>At the start of the year</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>At end of year</i> £
<i>Restricted funds:</i>				
<i>Garfield Weston</i>	-	15,000	(15,000)	-
<i>Wimbledon Foundation</i>	-	5,000	(5,000)	-
<i>Battersea Power Station Foundation</i>	-	2,785	(2,785)	-
<i>MIND</i>	-	3,563	(3,563)	-
<i>Awards for All</i>	-	7,388	(7,388)	-
<i>D'Oyly Carte Charitable Trust</i>	-	5,000	(5,000)	-
<i>The London Community Foundation</i>	2,468	-	(2,468)	-
<i>Big Lottery Community Fund</i>	-	49,600	(47,200)	2,400
<i>City Bridge Trust</i>	-	43,500	(43,500)	-
<i>R & H Trust</i>	-	43,322	(43,322)	-
<i>Souter Charitable Trust</i>	-	2,500	(2,500)	-
<i>Total restricted funds</i>	<u>2,468</u>	<u>177,656</u>	<u>(177,725)</u>	<u>2,400</u>
<i>General funds</i>	<u>1,328,035</u>	<u>1,193,228</u>	<u>(1,104,871)</u>	<u>1,416,391</u>
<i>Total funds</i>	<u><u>1,330,503</u></u>	<u><u>1,370,884</u></u>	<u><u>(1,282,596)</u></u>	<u><u>1,418,791</u></u>

SHARE COMMUNITY LIMITED

England & Wales - Charity number 264894

Accounts

SHARE COMMUNITY LIMITED
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

Company Number: 01081030
Charity Number: 264894

SHARE COMMUNITY LIMITED
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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SHARE COMMUNITY LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2022

Status	The organisation is a Charitable Company limited by guarantee, incorporated on 9 November 1972 and registered as a charity on 19 February 1973.	
Governing Document	The company was established under a memorandum of association which established the objects and powers of the Charitable Company and is governed under its articles of association.	
Charity Registration Number	264894	
Registered Company	01081030	
Registered and operation address	64 Altenburg Gardens London SW11 1JL	
Board of trustees (Directors)	Christopher Jeffery Daria Cybulska David Fox Jayshree Dave Karen McKay Katie Thomas Kate Heaps Michael Barnett Natasha French Omar Dadi Simon Allocca Srishti Mahhajan Steven Pettengell	<i>Appointed 02/08/2021</i> <i>Resigned 02/08/2021</i> Vice Chair <i>Appointed 02/08/2021</i> Chair Treasurer <i>Appointed 02/08/2021</i> <i>Resigned 21/10/2021</i>
Patrons	Lord Alf Dubs Patricia Hodge Geraldine James OBE	
Company Secretary	Annie McDowall (Retired on 25/05/2022) Abi Carter (Appointed on 09/05/2022)	
Chief Executive	Annie McDowall (Retired on 25/05/2022) Abi Carter (Appointed on 09/05/2022)	
Bankers	HSBC 240 Lavender Hill London SW11 1LH	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Independent Auditors	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

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

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities.

STRATEGIC REPORT

Objectives and Activities

Share exists to provide vocational training, educational, personal, social, and wellbeing development opportunities for disabled people. The charity's object is 'to assist persons of any nationality who are suffering from any form of disablement'. The focus of our work is to improve independence and employability skills, and to promote good health, wellbeing, and positive self-esteem for disabled people. Most of our students are people with learning disabilities, and 45% have autism. They experience significant health disadvantages, and are likely to die much younger from preventable diseases than people in the general population.

At Share, we are proactive in developing and nurturing partnerships and collaborations with other organisations. We take part in multi-agency clinical reference groups/partnership boards, working closely with clinical colleagues. We work with the Wandsworth Local Authority Learning Disability Strategy groups and we attend the Lambeth Learning Disability Provider Forum. We take part in the NHS Thinking Partners Group, which focuses on equality and diversity issues, and the Wandsworth Learning Disability Clinical Reference Group. We're also active in the Wandsworth Voluntary Sector Forum and the Wandsworth Care Alliance.

The four key outcome areas of our Theory of Change are: Independence; Wellbeing; Employment; and Better Services and Opportunities. Our overall aim is to enhance the social and economic inclusion of disabled people. We provide an environment that supports disabled people to attain nationally recognised vocational qualifications, work experience and, where possible, jobs. We provide training in the areas of digital skills, horticulture, food hygiene and catering, and basic and independent living skills. We offer contextual programmes in art and textiles, music, creative writing and exercise.

We maintain Autism Accreditation through the National Autistic Society and we're currently progressing towards advanced accreditation status. Following a review and assessment last year, we maintained our matrix Standard accreditation, acknowledging our delivery of excellent information, advice, and guidance. We were commended for how quickly we responded to the support needs of our beneficiaries and their families during the pandemic, our strong digital response, and our innovative approach to widen access and opportunities for people.

COVID-19 recovery

Share Community responded to the pandemic with flexibility and resilience, adapting our services to support students and their families during a challenging time. We worked hard to make sure that students and staff were safe, and that students had their basic needs met, the right mental health support, and continued to learn and move towards their goals.

Engaging with partners, commissioners, and other stakeholders has been more crucial than ever, and we have worked constructively with local authorities and other organisations to meet the needs of people with learning disabilities and autism. Share's proactive and cooperative approach has led to enhanced levels of trust between the charity and commissioners, and puts us in a more sustainable position going forward.

In March 2021, we collaborated with NHS South West London CCG and local GPs to run a sensory COVID-19 vaccination clinic, creating a unique opportunity for a hard-to-reach group to access the vaccination programme. Following its success, we ran additional clinics in May 2021, allowing our students and their families to have their second and third jabs, and their flu vaccinations.

As many students who attend Share have complex health needs, and require support with communication, we created easy-read resources and used Makaton (a form of sign language to support speech) to help students understand what having the vaccine means. This helped explain a very complex topic, and ensured people felt confident if they chose to be vaccinated. Tranquil sounds and images using our 4D Immersive Learning Space made the clinics more accessible. In total, 69 people received Covid-19 and flu vaccinations, including a student who had not had blood tests for years due to a fear of needles.

After sharing this clinic model through our communication channels, other service providers who were interested in replicating it approached us. Share was invited to speak at a conference funded by NHS London and run by BILD (The British Institute of Learning Disabilities), and the Greater London Community Learning Disability and Autism Community of Practice, exploring what positives can be derived from the pandemic. We plan further seasonal vaccination clinics and have extended the sessions to include general health advice, support around learning disability health checks and carer health checks.

Alongside the challenges of COVID-19, were opportunities to evolve and improve our services. We developed our social and community-based projects to combat isolation and increase independence. We focused on student and family wellbeing, and providing a holistic service to make sure students keep learning outside of Share. In addition, we continued to enhance our students' learning experiences with improved audio/visual internet-enabled technology in classrooms.

Staff wellbeing

As an Investors in People Gold organisation, the wellbeing of our staff is of utmost importance to us. We care about our people and try to look after them as best as possible. Throughout COVID-19 staff have continued to be dedicated to providing services to our students, however inevitably COVID-19 has impacted the morale and energy levels of our workforce. We continue to support staff to manage the crisis by being as flexible as possible with working hours and location, as well as providing a forum for staff to discuss their worries with their peers, facilitated by a mental health professional. Staff are supervised monthly, and several forums are available for them to feedback how they are feeling. Karen McKay (chair of our HR and Safety Committee) routinely attends staff meetings to speak with staff about working at Share and what more the Senior Management Team can do to support them. Feedback is given anonymously to the SMT who then strive to make adjustments or improvements where they can. Our approach to Whistleblowing is strong and staff have the contact details of the Chair of the Board who they can contact directly to raise a concern, if they feel unable to speak to someone internally. The results of our annual staff survey continue to be positive, and action plans are devised to work on the areas that need some improvement.

Health and wellbeing course established

We developed a new course to help students understand and cope with the impact of change and uncertainty. This proved valuable during a difficult time, helping students to build resilience and look after their mental health. Now an established programme at Share, students learn how to identify stressful feelings, and techniques for how to deal with them, building up individual wellbeing plans to look after their physical and mental health.

New community-based project

We launched *Get Out and About*, an independent living programme supporting independent travellers to feel more confident going out in public. Students find out what's going on in the local area, and learn how to independently use gyms, libraries, and other facilities, as well as take part in adult community classes, local volunteering opportunities, and more.

Befriending service

In response to the isolation caused by repeated lockdowns, we started a befriending and outreach service. Disabled people already faced disproportionate social exclusion and loneliness compared to non-disabled people and the pandemic sadly heightened this. Following the success of the pilot programme, we've developed our befriending service into an established and much-loved project at Share. Last year, 25 students benefitted from 482 meetings with a matched befriender. This amounted to 641 hours of support delivered by our dedicated volunteers. These meetings not only provide valuable friendship and connections, they help students to get out more in their communities, increasing their independence and boosting their self-esteem.

Development of our volunteer programme

As well as making a significant contribution to our befriending service, volunteers are also at the heart of our *Go Anywhere, Do Anything* social inclusion project, with 35 social buddies giving 803 hours of support. Volunteer support workers also add value to our classes and activities on a daily basis, supporting our music, art, digital, catering, horticulture, and independent living programmes.

Following the necessary diminished classroom volunteer support during the pandemic, we've now built the numbers back up. We've recruited a Volunteer and Community Services Manager, and improved our volunteer recruitment, training, and retention programme. We've built strong connections with universities, volunteers centres, and local community groups to attract a diverse group of volunteers.

Expansion into Lambeth

Since setting up an additional training site at *We Are 336*, a disability hub in Brixton, we've increased service delivery from three to four days a week, enabling us to grow our capacity and allowing Lambeth residents to learn and develop in

their local area. We've added more digital life skills classes and community-based *Get Out and About* sessions to the timetable, which already included employability skills classes, and art sessions.

In early 2022, with funding from *Lambeth Council*, we created an accessible kitchen space to teach students how to independently cook and prepare simple meals for themselves, to promote good nutrition and healthy eating.

Family liaison and support

We run regular parent and carer meetings for them to share stories, raise concerns, and discuss their needs, helping us stay connected with our students' wider networks. We invested further in family support with the introduction of Family Liaison Officers in June 2021, to build stronger relationships and help families manage and cope with the stress of caring, which heightened during the pandemic, and support the students they care for.

With funding from the *Wandsworth Grant Fund* our family liaison team partnered with *Healthy Living Platform* to run a home cooking event learning about nutrition and portion control. Six students and their parents spent the day at our professional grade kitchen to prepare, cook, and enjoy a healthy yet easy meal together. Recipe packs were supplied at the end to encourage students to cook at home with their families.

Student voice and spectrum

We run several user-led groups at Share including Men's and Women's groups, offering safe spaces for students to have their say. We run *Student Voice*, a regular forum for our students to talk about a range of subjects, including how Share is run. *Spectrum* is another group we run that encourages students to share thoughts about what having a disability means. Initially aimed at our autistic students, everyone who attends Share is welcome. We involved students in the recruitment of our new Chief Executive and we continue to explore how the voice of our students is heard by the Board, and we currently have one trustee who has experience of Share services.

Achievements and Performance

Despite the challenge of recovering from the pandemic, this has been a busy and successful year in most of our areas of work. In November 2021, the Mayor of Wandsworth honoured Share for our significant contribution supporting vulnerable people during the pandemic. Share's name was added to the Wandsworth 'roll of honour' and we were presented with a framed and embossed certificate of thanks.

Student achievements and statistics

The Outcomes Star is a mechanism we use for recording student progression, challenges, and aspirations. It allows students to see and track their progress towards independence, which can increase motivation and willingness to learn. The findings show an overall increase in two areas - wellbeing, and work-readiness. This is likely a result of the increased wellbeing activities we added to our daily pastoral sessions, to support our students to deal with the anxiety caused by COVID-19. An increase in collaborations with external organisations helped us to deliver employment training, and we increased our one-to-one job coaching.

A further three areas have remained stable:

- practical skills
- learning skills
- living skills.

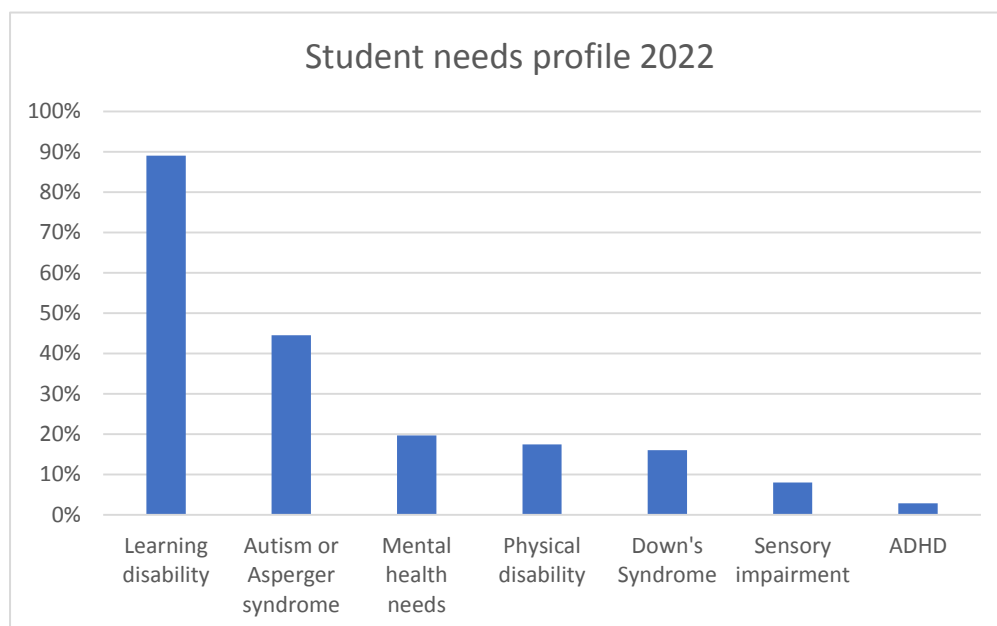
Unfortunately despite our significant effort in these areas, we are still seeing the effects of the pandemic, with four areas showing a very small drop:

- communication and social skills
- friends and relationships
- social responsibility
- physical health.

We predict that we should see some improvement in these four areas over the coming year, as our community-based projects will work closely with those that we know have deteriorated in these areas, as well as run more activities and initiatives to reach more people. We aim for students to be able to consistently access community activities, and we will restart in-person sports sessions with the focus on physical health being paramount.

In total, 160 disabled people accessed our services during the year. We started the year with 100 full time equivalent (attending three days per week or more) students and ended with 120, making our cumulative average of full time equivalent students 110.

The following chart illustrates the needs students coming to Share have. Many have multiple and complex support requirements, including 45% who have autism or Asperger’s syndrome, often alongside other conditions.



Accredited courses and training

Our vocational training projects lead to recognised qualifications for our students, with the independent living and non-vocational programmes assessed through portfolio development. Over the past year, accredited units were not completed and externally assessed, as we made a decision to focus on the wellbeing of students and staff. We have now resumed external assessments to enable students to complete their accreditations.

Our *Independent Living Skills* course included 38 students this year. Students have studied a variety of topics, including living in a diverse society, environmental issues, personal safety, rights and responsibilities, food safety, cooking techniques, and household shopping and expenses. The course is now being diversified into three streams, household skills, home cooking (using our new kitchen facility at our Brixton site), and *My Life My Way*, focusing on making choices in everyday life. We also welcomed 25 students onto our new health and wellbeing course, helping them better understand and look after their own mental and physical health.

As part of Share's *Independent Living Skills* course, we ran *Steps into Employment* classes to support 19 students to take their first steps towards work readiness. The aim of these sessions is to provide an introduction to work and prepare our students for employment – whether that is paid, voluntary, or work experience.

Music and art sessions were also delivered, with 32 students taking part in music and 33 taking part in art. *My Community and Me* had 27 students accessing the programme, and a further 14 students took part in our new *Get Out and About* programme.

Our *Basic Skills* course supported 18 students to study English and maths, their focus being to learn strategies to be more confident and help with everyday living situations such as handling money.

The horticulture project, based at our *Share Garden* on the site of Springfield Hospital worked with 58 students. Although accredited units were not assessed, students had a busy and successful year, enjoying the therapeutic benefits of gardening and learning skills in dealing with customers and money.

Our catering project worked with 25 students over the year, helping them learn about food safety and develop their culinary skills. One student achieved the CIEH Foundation Level Certificate, with the rest of the group resuming external assessments at the end of the year.

Share’s *Digital Skills* and *Digital Life Skills* course supported 18 learners to improve their skills in safe digital communication, use Microsoft office packages, use digital technology such as iPads and mobile phones, recreational use of digital resources, and digital art and design.

Employability

We continue to support students to move closer to employment. We've recruited a new Employment Specialist to work with our students and potential employers to identify and develop employment opportunities.

We collaborated with *Choice Support* and Wandsworth's *Workright* scheme to deliver *GROW*, an employability programme helping disabled people develop soft skills to prepare for work. Students learnt about good communication and used role-play to understand appropriate behaviour in a work setting. Some students were referred to *Choice Support* for further job coaching.

Health and wellbeing

A key theme that underpins much of our work is health and wellbeing. Supported by funding from various charities and local NHS Clinical Commissioning Groups, we continue to tackle health inequalities that exist for people with learning disabilities, to help reduce preventable illnesses that can lead to premature death. We offer a programme of regular exercise, healthy eating, and life-skills training in making healthy choices. Our *Disability Sports Coach* successfully delivered physical activity sessions virtually for most of the year. We also worked with *Movement Works* who deliver an exercise programme designed specifically for students with autism. Our befriending programme supports students to get out more, going for walks, playing football or cycling.

We encourage students to make sensible choices about their diet. The development of our home cooking skills kitchen in Brixton is providing further opportunities for healthy eating at Share and at home.

Funding from the *NHS Wandsworth Community Grant* scheme enabled us to roll out a programme of initiatives to help our students take more control of their own health and wellbeing. We gave students pedometers to support step challenges and be more active. Student health champions were appointed to encourage their peers to walk more, and promote positive health messages with easy-read information created and displayed on a dedicated health and wellbeing noticeboard.

We've introduced a therapy dog, using *Pets As Therapy*, a national charity that enhances the wellbeing of thousands of people across the UK by giving them access to the companionship of an animal.

The arts and personal development

Share's arts programme flourished this year with exploration of nature, textiles, digital art, upcycling and expression through sensory art. Self-expression was particularly important for mental health as we emerged from the uncertainty and anxiety of the pandemic. In early 2022, we started a new collaboration with the *Royal College of Art*, running a series of workshops exploring fashion and disability through hat making. The partnership culminated in a millinery fashion show as part of the *Wandsworth Arts Fringe*, a unique opportunity for students to showcase their creative work, engage with the local community, and challenge perceptions about disability.

Our music group have been exploring an eclectic range of musical genres, giving students the chance to express themselves and improve their confidence, self-esteem, and dexterity. The group have also attended accessible performances by the *London Symphony Orchestra*.

Social inclusion and community-based projects

Over the past year, *Go Anywhere, Do Anything*, the scheme that enables students with learning disabilities to enjoy a social life, and have fun in evenings and weekends, has resumed group trips out. Whilst restrictions were still in place, staff and volunteers used their creativity to create enjoyable online experiences, gradually reintroducing physical trips out as the year progressed. In total 66 students enjoyed 85 'trips' (50 online) with the support of our valued social buddy volunteers and staff.

We've developed a new initiative, *I Choose My Friends*, to identify and nurture friendships at Share by helping students go out and socialise together. Students choose a friend and then meet up in evenings or weekends with the support of volunteers, to enjoy activities like playing mini golf, eating pizza, or whatever else they choose.

We launched the first of many 'hangouts', after students expressed a desire to meet up and just relax with friends in an informal space. The event took place at Share's Battersea site, allowing students to play video games, chat, listen to music, or use our quieter relaxation room.

My Community and Me is part of our independent living skills training, a practical project that takes learning out of the classroom to support students to improve their experience of life as citizens in their local communities. Relunched temporarily as *My Online Community and Me* during lockdown, the group started going out again, with students taking the lead, learning how to navigate routes using apps, and how to stay safe in public.

Get Out and About launched as a step on from *My Community and Me* and continues to grow. The number of sessions per week has increased and students are choosing to visit gyms, local green spaces, play hockey and football, and have started volunteering at a community café.

Social enterprises

For much of the year, our social enterprises were unable to operate as usual due to the pandemic. The Share garden resumed selling plants as soon as restrictions allowed and we welcomed a new garden manager to our staff team this year.

Share Catering was unable to take on new contracts due to staffing levels, however this will resume once our newly recruited Chef Trainer has settled in.

Challenges

Recruitment has been a key challenge this year. There are various reasons for this, including a wider recruitment and retention issue in social care. In addition, some staff relocated out of London during and after the pandemic, as they re-evaluated their lifestyles. Increased demand for our services from students with more complex needs and who require more support, means we have had to be flexible to adequately staff our operation, relying heavily on bank staff.

We've had to adapt to change continuously, which has put a strain on our organisation. The changing COVID-19 regulations have caused uncertainty, and we've faced increased mental health issues among our students. We've continued to follow COVID-19 prevention practices such as mask wearing, temperature checks and regular staff testing however staffing levels have been further compromised by staff absences due to COVID-19 infections and isolation.

We faced the challenge of fundraising in a difficult climate as the year moved on and competition for funding grants increased.

We continue to find moving students with learning disabilities towards employment challenging, as there are numerous barriers to surmount. These include fear of loss of benefits, parent and carer expectations, lack of entry-level jobs, and lack of engagement from employers.

In line with many other providers, we saw an increase in safeguarding concerns throughout the pandemic. All concerns are managed in line with Share's policies and are reported to the relevant local authority safeguarding team. Some people with already existing mental health problems have heightened anxiety and/ or increased incidence of depression as a result of fear, loss of freedom and services, and loss of loved ones and hope. Our service users have been more isolated than ever before. In 2021/22 we had one safeguarding incident that was reported to the Charity Commission. This incident was thoroughly investigated, necessary action taken and learning from the incident implemented, no further action was taken by the Charity Commission or the Local Authority.

Fundraising approach and performance

We had a reasonably successful year in terms of fundraising, raising unrestricted donations of £ 26,563 and restricted funding towards our charitable activities of £176,156. Fundraising was undertaken by the Chief Executive, and a freelance Grant Fundraiser who has worked with us for many years.

The charity undertakes fundraising activities via appeals to trusts and foundations and fundraising events. There are a small number of individual donors who make regular or occasional donations to Share. Our fundraising promise, (which is available on our website within our Privacy Policy to reassure supporters of our approach), is:

“With your consent, we will occasionally contact you to let you know about the progress we are making in our work with disabled people and to ask for donations or other support. We make it easy for you to tell us how you want us to communicate in a way that suits you. We include information on how to opt out of any communication when we send you fundraising appeals and newsletters. If you don't want to hear from us, that's fine. Just let us know when you provide your information or contact us on 020 7924 2949 or info@sharecommunity.org.uk. We do not sell personal details to or share them with third parties for the purposes of marketing.”

The charity is not registered with the Fundraising Regulator, as we spend under £100,000 on fundraising; however, we adhere to the standards of the Fundraising Code of Practice. In the year under review, there were no complaints about Share's fundraising activity.

Plans for the Future

Our Chief Executive of 19 years retired and after a rigorous recruitment process last year, we have a new Chief Executive and we're looking forward to developing our long term strategy under her leadership to enable us to continue to grow and develop our services to meet the increased need for our support.

We remain committed to improving the social and economic outcomes of disabled people. Our focus is on supporting people to live and travel independently. We'll keep developing *My Community and Me*, and *Get Out and About*, to allow people to get out and experience life in their local areas. *Go Anywhere, Do Anything* will keep growing to make sure people have fun and are socially included. We aim to grow our student base so that we have 130 FTE students, and we will continue to run our new, member-led independence programme for students who have been with us for more than 3 years and who will benefit from more community based activities. We will be exploring opportunities to develop new projects farther afield.

There is great potential for Share students to gain employment or volunteer opportunities with the right training and support. Our Employment Specialist will continue working on employability skills, identifying the right students to support and working with them and their families/carers to create effective employment opportunities. This includes building links with local employers to find work or volunteering opportunities, and promote positive employer attitudes about disabled employees.

We're strengthening our fundraising efforts, and we've recruited a community fundraiser to connect with our local area, help seek out new funding streams, diversify our income and develop relationships with potential donors.

The upcoming relocation of the Share garden on the Springfield Hospital site provides an opportunity to create an enhanced, accessible, eco-friendly facility to help students progress in the best environment possible. We aim to develop our social enterprise, *Share Nurseries*, so that it can flourish in its new home, offering plants for sale to local residents and providing work experience for our horticulture students.

We aim to create embedded pathways for students to progress and keep learning at home. Therefore, work will continue developing comprehensive family liaison support to provide encouragement and guidance to families and carers to help students live more independently.

Our success in Lambeth is based on a long-term strategic objective to share and develop new services that meet this local authority's needs, and we'll keep developing programmes at our *We Are 336* Brixton site.

A new programme to empower our autistic students is underway, supporting them to become stronger, more confident advocates, better able to express their needs. We'll develop *Spectrum*, our self-advocacy group, to deliver more activities that meet the needs of autistic students at Share and in the wider community. Working with specialist partners, students will train to deliver training sessions themselves to employers, businesses, and community groups, to raise autism awareness and understanding.

Digital inclusion remains high on our agenda and we'll keep working to integrate technology in all areas of learning. The recruitment of a new Digital Skills Tutor will help us run more training sessions, helping students learn everyday life skills like money management.

We'll continue to explore opportunities to join our services with existing and new partners to share our learning and provide joint interventions and support. We will continue to take up membership of reference groups and other fora in order to further opportunities for disabled students in the wider community and to build on Share's excellent reputation.

Directors complying with duty regarding matters in section 172(1)(a-f) of the Companies Act 2006

We can declare that each director of Share has acted in good faith and fairly to promote the success of Share for the benefit of its students and wider community. They considered the likely consequences of any decision in the long term, the interests of Share's employees, and the need to foster business relationships with suppliers, customers and others. In decision making they also considered the impact of Share's operations on the community and the environment, as well as the desirability to maintain a reputation for high standards of business conduct.

Structure, governance and management

Share Community's constitution is set out in the Memorandum and Articles of Association, first drawn up in 1972, revised in 1997 and again in 2012. Share Community ("Share") is a registered charity and company limited by guarantee. Operational activities are delegated by the trustees to the Chief Executive ("CEO") and their staff.

During the year under review, there were 13 trustees, who are also directors of the company - three trustees were appointed two trustees resigned during the year. When recruiting new trustees, the board and CEO assess the range of skills needed and advertise our vacancies using a range of trustee recruitment platforms and through professional and social media networks. A recruitment panel is comprised of a selection of trustees and includes relevant members of the Senior Leadership Team depending on the skills required, they decide which of the candidates has the skills and experience required, aiming for trustees who represent the diverse community that Share serves, and who share our values. All appointments are subject to satisfactory references and an enhanced Disclosure and Barring Service check and are ratified by the whole board. Following the most recent recruitment, the average age of our trustees is 50, 55% are

female and 27% of our trustees are from a BAME background. Following the end of Daria Cybulska's second term, our Chair was temporarily appointed as Board safeguarding champion and the role of Chair of the Quality and Impact Committee was shared between Jayshree Davé and Natasha French.

New trustees receive a thorough induction including receiving information about Share, its governing documents and a trustees' role description. They also receive the latest guidance for trustees from the Charities Commission and information relating to Share's strategy. During their induction they also visit Share to learn more about our organisation, our staff and students. The CEO and Chair send regular briefings on governance issues to the trustees, all of whom are able to access e-mail. Most communication is carried out via Slack, an online platform that is considered more secure than e-mail. The CEO also sends regular bulletins on Share activities and developments between board meetings, for which the board receive more detailed reports. Briefings circulated include those from the NCVO and from a range of legal updates. Trustees are encouraged to take part in conferences and training events to improve their understanding of governance issues and enable them to network with other trustees. This year, the trustees and senior management undertook a major exercise to review the governance of the organisation, including the effectiveness of the board, using Digi-Board, a tool recommended by ACEVO that enables stakeholders to respond to an in-depth online questionnaire and then provides tailored consultancy to assess and review the results. The results enabled the board to understand the strengths and weaknesses of Share's governance and to create an action plan to improve on areas which require strengthening. Share's board was found to be performing at a high level in many areas, with the oversight of digital and equality, diversity and inclusion being areas for particular focus. This year, the board also took time to develop a better understanding of how we manage health and safety at Share, we conducted an audit of our policies and procedures, along with a site inspection. Because of this process, we have increased the visibility of health and safety as a regular agenda item on the HR and Safety Committee, which is chaired by Karen McKay.

In November 2021 our long serving Chief Executive, Annie McDowall advised us of her intention to retire in April 2022. Annie was Chief Executive of Share for nineteen years and has shown great skill and commitment to Share throughout her service, growing and developing our organisation to enable us to support and develop students and staff over the years. We are extremely grateful for all she has done throughout her time at Share to ensure that people experiencing disability can access high quality, individualised support so that they may take an active role in society and live healthy, happy independent lives. We wish Annie all the best for a long and happy retirement and thank her for all she has contributed to Share.

The whole board and senior management team held an in-person away day in November 2021. This was facilitated by experienced consultant, Lillian Brown, and as well as providing an opportunity for newer trustees to meet the longer standing board members, it resulted in the identification of the key strategic areas on which Share would focus in the next 12 months; this supported the recruitment of the next CEO. In February 2022 after a rigorous recruitment process, the board recruited Abi Carter to lead Share as the next CEO; once Abi has completed her induction she will lead a process to work with the board, Share staff and students and our stakeholders to develop a longer term strategy.

The board of trustees normally meets bi-monthly. From November 2021, some of the full board meetings began to be in person, following the move to virtual meetings during the pandemic. Board meetings are now blended, with an option to attend virtually for trustees unable to attend in person. Sub-committee meetings continue to be held online. Board meetings have reverted to being bi-monthly, after a period of meeting more frequently during the CEO's absence and the critical lockdown months. Share also has three sub-committees that meet throughout the year. The Finance and Operations committee meet bi-monthly and delivers the financial scrutiny and oversight that supports the Board of Trustees. It is tasked with reviewing the overall financial position for appropriateness, monitoring the financial management techniques employed at all levels within the organisation and receiving the annual financial statements before board approval. The HR and Safety committee meet every 4 months to monitor Share's Human Resource and Health and Safety function. They review adherence to policies, staff wellbeing and training, procedures for managing pay levels, performance and succession planning. They ensure that health and safety is monitored, and compliance is maintained to ensure Share is a safe place to work. The Quality and Impact committee meet every 4 months to monitor progress against Share's aims and objectives, and to consider innovative ways for Share to grow in the future. Each trustee attends at least one of these committees.

Where possible, trustees attend key events in Share's calendar, for example the annual garden party, the awards ceremony, and the staff and volunteer end of year celebration. The board appraises itself and the Chair meets with each Trustee one to one at least once a year, the Chair has an annual 360° appraisal facilitated by the Chair of the HR and Safety Committee and the Deputy Chair. Strategic decisions within Share are made at board level. Significant financial decisions are referred to the board. Operational decisions are taken by Share's Senior Management Team and all delegated matters are included in a scheme of delegation approved by the board. This includes allocation of resources, Share's programme of activities and recruitment and management of staff. Trustees are kept informed of developments and are regularly consulted on issues where they are able to apply their particular skills and knowledge. Trustees are notified of any issues of concern, including safeguarding issues and serious incidents. The Chair meets with the CEO at least monthly and conducts her appraisal annually.

Share's CEO reports directly to the board. There were 42 permanent members of staff, including the CEO, at the end of the year under review. The Senior Management Team ("SMT") includes the Chief Executive, Chief Finance and Operating Officer, Head of Training and Digital Integration, Head of Services and Head of Wellbeing. The Management Group

includes SMT members plus managers of specific projects. The management structure is appropriate for the size and function of the organisation. All managers receive training that is appropriate to their level from a trusted provider.

Share has a comprehensive risk assessment approach which is incorporated into its business plan and reviewed at least annually or at times of significant change. The COVID-19 pandemic required Share to revisit both internal risk assessments for particular activities and projects and the overall organisational risk assessment, which was revised to reflect the potential impact of the pandemic.

Public Benefit Statement

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

We affirm that our organisation benefits members of the public who are disabled or have long term health problems by providing them with vocational training, education, and personal development in order that they may realise their potential and make the most of life. We are supporting people to achieve greater independence and autonomy; improve their wellbeing and have healthier life chances; have opportunities for employment; and to influence change in the wider world that will benefit disabled people. Many Share students work towards nationally recognised qualifications to give them better employment and development opportunities. Some do not aim for formal qualifications, but build portfolios detailing their learning and skills development. Share does not have a geographical limitation in terms of who may use our services, although some of our contract work stipulates that we work with students from particular London boroughs on specific programmes. Students' fees are usually paid by local authorities, NHS, or contracts with government agencies. Some students use direct payments or individual budgets to purchase their training at Share. Fees do not cover the whole cost of the services and so charitable donations provide a vital contribution to subsidise our services.

We believe that everyone has something positive to contribute to their community. We enjoy working within the wider community, for example linking with community groups, environmental groups, local businesses, and faith communities. Our garden, within the grounds of Springfield Hospital, adds to the amenities available for hospital staff and patients, supplies some of the ingredients used by the Share kitchens, and brings in members of the public, who purchase our produce and attend our open events.

Remuneration of key management personnel

The Remuneration Committee, a small group of trustees who make a recommendation to the whole board, reviews the pay of the SMT annually. Any increases are made in accordance with average earnings to reflect a cost of living adjustment and are benchmarked against pay levels in other charities, as we seek to ensure that salaries are competitive to recruit and retain excellent staff and are commensurate with the responsibilities of each role. Salary increases are dependent upon Share having the necessary funds available without impacting on service provision.

RESERVES POLICY

During the year the trustees have reviewed the reserves policy and have re-examined Share's requirements for free reserves in the light of the predominant risks to the organisation and its working capital requirements. Free reserves are defined as Current Assets less Current Liabilities (excluding the short term element of the mortgage debt secured on the building). This represents Share's available working capital. Reserves were £487,810 at 31/03/2022.

Share aims to have free reserves sufficient to meet vulnerabilities in its planned operations and to have a degree of flexibility to invest in new areas. The Trustees have set a target range for free reserves of £500,000 to £530,000. This represents around 29% of forecast expenditure in the coming year, which the Trustees expect will safeguard the continued solvency of the Charity while allowing project opportunities for future development to be pursued. Over time, the Trustees expect the target range to rise, reflecting the growth of charitable activities and increased organisational complexities.

RISK STATEMENT

A full risk review was conducted in February 2022. We have assessed identified risks based on high, medium, and low impact and probability. Actions exist to mitigate these risks where possible. In the trustees' opinion, all known risks have been anticipated and the board is confident that they can be managed.

We have identified that the biggest single risk to Share is the loss of referrals from local authorities or the reduction in days that students attend, due to councils facing funding constraints. We are exploring ways of mitigating this risk – for example, seeking additional premises to create more spaces; introducing new courses to give more choices to our students. Recruitment of students is key to achieving income targets, and this is kept under scrutiny by senior managers and trustees through weekly senior management team meetings and bi-monthly Finance and Operations Committee meetings and meetings of the full board of trustees.

Another risk to Share is the drop in income that we expect to receive through grants and social enterprise activities. In the short to medium term, we have mitigated risk to income by investing in fundraising, accessing various grant funding and community fundraising.

We've been successful in applying for COVID-19 related funding, which has helped us to develop services responsive to the crisis and adapt our provision. We reviewed and revised the annual budget, reduced non-essential spending and capitalised upon opportunities to work in partnership, reducing our expenditure through sharing of resources.

We are working with all of our major funders and have negotiated some flexibility in funding and reporting requirements. We keep our services and programmes under constant review, and our introduction of the Outcomes Star is now giving us clear and impartial information about the extent to which we're meeting students' life and learning goals. Our regular surveys to all key stakeholders also ensure ongoing review.

Other risks identified include serious harm to staff or students; the risk of harm is minimised by having effective and clearly stated working practices which are communicated to all staff and volunteers and regularly reviewed. When issues arise, no matter how minor, we investigate them so that we can learn from incidents and continually improve.

Financial controls are appropriate and comply with Charity Commission guidelines. Scrutiny by the Treasurer and the Finance and Operations Committee are in place to mitigate the risk. A specific risk assessment was carried out in January 2022 following the start of the third wave of the COVID-19 pandemic, and detailed mitigation drawn up to prevent Share being heavily financially impacted by the crisis. Additional board meetings were arranged so trustees could provide support and guidance to navigate the crisis.

FINANCIAL REVIEW

The Charity's income was £1,370,884 in the year ended 31 March 2022, compared to £1,403,709 in 2021. The total expenditure was £1,282,596 in the year ended 31 March 2022, compared to £1,255,748 in 2021. The net result was therefore a surplus of £88,288 during 2021/22 of which the unrestricted surplus was £88,356 and £68 was a restricted deficit, compared to surplus of £147,961 in 2020/21 of which £47,921 was restricted and £100,040 was unrestricted. The charity's income was lower than the previous year due to a reduction in fundraised income because of an increase in competition in applications to trust funds. The expenditure was higher as there was an increase in staff costs due to a higher level of COVID-19 related absences, and also needing more staff due to student referrals presenting with more complex needs and requiring more intense support.

The Charity held unrestricted funds of £1,416,391 at the year end, of which £928,581 is tied up in fixed assets (inclusive of the loan and mortgage secured against the building).

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2022

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also Directors of Share Community Limited for the purposes of company law) are responsible for preparing the trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). They are listed on Page 1.

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

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

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

In so far as we are aware:

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

Members of the Charity guarantee to contribute an amount not exceeding 25p to the assets of the Charity in the event of winding up. The total number of such guarantees at 31 March 2022 was £10 (2021: £10). The trustees are members of the Charity but this entitles them only to voting rights.

AUDITORS

Haysmacintyre have expressed willingness to continue in office. A resolution to re-appoint Haysmacintyre will be proposed at the board meeting in November 2022.

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

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by the trustees on 2nd August 2022 and signed on their behalf by:

Kate Heaps

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Kate Heaps
Chair

Michael Barnett

.....
Michael Barnett
Treasurer

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SHARE COMMUNITY LIMITED

Opinion

We have audited the financial statements of Share Community Limited for the year ended 31 March 2022 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which is also the Directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SHARE COMMUNITY LIMITED

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charities Law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to improper recognition of revenue, particularly the completeness and cut-off of contract income and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



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Vikram Sandhu (Senior Statutory Auditor)
for and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 23 August 2022

SHARE COMMUNITY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (including income and expenditure accounts)

FOR THE YEAR ENDED 31 MARCH 2022

		Restricted 2022 £	Unrestricted 2022 £	Total 2022 £	Total 2021 £
INCOME FROM:					
Donations and legacies	2	-	26,563	26,563	25,572
Other trading activities		-	20,172	20,172	9,065
Investments		-	98	98	1,618
<i>Charitable activities:</i>					
Independent Living Skills		119,786	780,568	900,355	929,869
Horticulture		56,370	367,326	423,696	437,585
TOTAL INCOME		<u>176,156</u>	<u>1,194,727</u>	<u>1,370,884</u>	<u>1,403,709</u>
EXPENDITURE ON:					
Raising funds			13,014	13,014	31,435
<i>Charitable activities</i>					
Independent Living Skills		127,496	787,774	915,270	858,964
Horticulture		48,729	305,583	354,312	365,349
TOTAL EXPENDITURE	3	<u>176,225</u>	<u>1,106,371</u>	<u>1,282,596</u>	<u>1,255,748</u>
Net income (expenditure) before transfer		(68)	88,356	88,288	147,961
Net transfer between funds		-	-	-	-
Net movement in funds		(68)	88,356	88,288	147,961
Total funds brought forward	13	2,468	1,328,035	1,330,503	1,182,542
TOTAL FUNDS CARRIED FORWARD	13	<u>2,400</u>	<u>1,416,391</u>	<u>1,418,791</u>	<u>1,330,503</u>

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

Movements in funds are disclosed in note 13 to the financial statements.

Comparative figures for 2021 are disclosed in note 15 to the financial statements.

The notes on pages 19 to 27 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022		2021	
		£	£	£	£
FIXED ASSETS					
Tangible assets	7		1,511,993		1,545,030
CURRENT ASSETS					
Debtors	8	158,408		160,533	
Cash at bank and in hand		458,928		395,940	
TOTAL CURRENT ASSETS		617,336		556,473	
Creditors: amounts falling due within one year	9	(179,077)		(187,661)	
NET CURRENT ASSETS			438,259		368,812
TOTAL ASSETS LESS CURRENT LIABILITIES			1,950,252		1,913,842
Creditors: amounts falling due after one year	10		(531,461)		(583,339)
NET ASSETS	12		1,418,791		1,330,503
FUNDS OF THE CHARITY	13				
Restricted income funds			2,400		2,468
Unrestricted income funds					
General funds			1,416,391		1,328,035
TOTAL CHARITY FUNDS			1,418,791		1,330,503

The financial statements were approved and authorised for issue by the board of the trustees on 2nd August 2022 and were signed below on its behalf by:

Kate Heaps

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Kate Heaps
Chair

Michael Barnett

.....
Michael Barnett
Treasurer

The notes on pages 19 to 27 form part of these financial statements.

SHARE COMMUNITY LIMITED

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2022

	Notes	2022 £	2021 £
Net cash provided by operating activities	A	127,933	167,932
Cash flows from investing activities:			
Interest from investments		98	1,618
Purchase of tangible fixed assets		(13,167)	(72,014)
Net cash used in investing activities		(13,068)	(70,396)
Cash flows from financing activities:			
Repayment of loans		(51,877)	(58,963)
Net cash used in financing activities		(51,877)	(58,963)
Change in cash and cash equivalents in the reporting period		62,989	38,573
Cash and cash equivalents at the beginning of the year		395,940	357,367
Cash and cash equivalents at the end of the year		458,928	395,940

A: Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net movement in funds	88,288	147,961
Depreciation charges	46,204	40,640
Interest from investments	(98)	(1,618)
Decrease (increase) in debtors	2,125	(8,023)
(Decrease) increase in creditors	(8,586)	(11,028)
Net cash provided by operating activities	127,933	167,932

B: Analysis of net debt

	At 1 April 2021 £	Cash flow £	At 31 March 2022 £
Cash at bank and in hand	395,940	62,987	458,928
Overdraft facility payable on demand	-	-	-
	395,940	62,987	458,928
Loans falling due within one year	(51,334)	(618)	(51,952)
Loans falling due after one year	(583,338)	51,877	(531,461)
Total	(238,732)	114,246	(124,485)

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

a) **Basis of Accounting**

The 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) (second edition effective 1 January 2021) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Share Community meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value.

b) **Preparation of accounts on a going concern basis**

The financial statements are approved during a period where there is much uncertainty as a result of the emergence and international spread of a coronavirus (COVID-19). The ultimate impact of the COVID-19 pandemic is still unclear, but management are modelling scenarios should there be a material effect on income. However, having reviewed the funding facilities available to the Charity together with the expected future cash flows, the trustees have a reasonable expectation that charity has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the charity's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

c) **Income recognition**

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

d) **Donations and legacies**

Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably. Volunteer time is not included in the financial statements.

e) **Contractual fee income**

Contractual fee income is recognised to the extent that the charity has provided the services. Where such income is received in advance, the income is deferred until the charity becomes entitled to them.

f) **Grants**

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, the amount of income receivable can be measured reliably and there is probability of receipt.

Grants for the purchase of fixed assets are credited to restricted income when receivable. Depreciation of fixed assets purchased with such grants is charged against the restricted fund. Where a fixed asset is donated to the charity for its own use, it is treated in a similar way to a restricted grant.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

g) Expenditure

Expenditure is recognised in the period in which they are incurred. Expenditure includes attributable VAT which cannot be recovered.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis being an estimate, based on staff time, of the amount attributable to each activity.

	Salary and overheads	Support costs	Governance costs
	%	%	%
Raising funds	1	1	-
Independent living	59	71	72
Horticulture	23	27	28
Support costs	15	-	-
Governance	2	-	-

Governance costs include the management of the Charitable Company's assets, organisational management and compliance with constitutional and statutory requirements.

h) Raising funds

The costs of raising funds relate to the costs incurred by the Charitable Company in raising funds for the charitable work.

i) Depreciation

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life: The depreciation rates in use are as follows:

Building	Over 100 years on the cost of building
Property improvements	25 years
Equipment	4 years
Fixture and fittings	4 years
Motor vehicles	4 years

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

j) Restricted funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.

k) Unrestricted funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity.

l) Designated funds

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

m) Transfers

Transfers are made between funds to subsidise restricted funding, or if additional funds are designated by the trustees.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

n) Rentals

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

o) Pension scheme

Share Community provides 5% on top of the salary to be paid directly into Share's Defined Contribution Pension Scheme with The Pension Trust (TPT). All employees also contribute a minimum of 5% (from April 2022) into their pension scheme.

p) Financial Instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

q) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

r) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

s) Creditors and provisions

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.

t) Legal status

Share Community is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to 25p per member of the charity.

u) Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no judgements or estimates critical to the financial statements.

2. DONATIONS AND LEGACIES

	Restricted	Unrestricted	2022	2021
	£	£	Total	Total
			£	£
Donations, gifts and subscriptions	-	26,563	26,563	25,572

All donations income in 2022 was unrestricted.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

3. EXPENDITURE

	Raising Funds 2022 £	Independent Living 2022 £	Horticulture 2022 £	Support Costs 2022 £	Governance 2022 £	Total 2022 £
Staff costs (note 5)	10,751	557,978	213,260	137,721	22,267	941,977
Direct cost	-	215,384	86,814	-	-	302,198
Other costs	-	-	-	24,741	13,680	38,421
	<u>10,751</u>	<u>773,361</u>	<u>300,074</u>	<u>162,462</u>	<u>35,947</u>	<u>1,282,596</u>
Support costs	2,264	115,901	44,297	(162,462)	-	-
Governance costs	-	26,007	9,940	-	(35,947)	-
	<u>13,015</u>	<u>915,270</u>	<u>354,311</u>	<u>-</u>	<u>-</u>	<u>1,282,596</u>

Governance costs include audit fees of £13,680 and staff costs of £22,267 (2021: £14,964 and staff costs of £22,088 respectively)

<i>2021 comparatives</i>	Raising Funds 2021 £	Independent Living 2021 £	Horticulture 2021 £	Support Costs 2021 £	Governance 2021 £	Total 2021 £
Staff costs (note 5)	27,018	530,241	220,498	103,813	22,088	903,658
Direct cost	-	217,802	98,724	-	-	316,526
Other costs	-	-	-	20,599	14,964	35,563
	<u>27,018</u>	<u>748,043</u>	<u>319,222</u>	<u>124,412</u>	<u>37,052</u>	<u>1,255,747</u>
Support costs	4,417	84,751	35,244	(124,412)	-	-
Governance costs	-	26,169	10,883	-	(37,052)	-
	<u>31,435</u>	<u>858,963</u>	<u>365,349</u>	<u>-</u>	<u>-</u>	<u>1,255,747</u>

SHARE COMMUNITY LIMITED**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022**

4. NET MOVEMENT IN FUNDS	2022	2021
	£	£
This is stated after charging:		
Depreciation	46,204	40,640
Trustees' remuneration	-	-
Trustees' reimbursement	-	-
Auditors' remuneration:-		
Audit (including VAT)	13,680	14,964
Interest on loans	8,567	8,959
	<u> </u>	<u> </u>
5. STAFF COSTS AND NUMBERS	2022	2021
	£	£
Salaries and wages	830,662	804,074
Social security costs	61,112	54,569
Pension contributions	39,624	28,286
Agency and other staff costs	10,579	16,729
	<u> </u>	<u> </u>
	<u>941,977</u>	<u>903,658</u>

No employee earned more than £60,000 during the year.

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

	No.	No.
Independent Living Skills	21	19
Horticulture	5	5
Employability Training	1	1
Administration and support	14	12
Fundraising	1	1
	<u> </u>	<u> </u>
	<u>42</u>	<u>38</u>

Over half of employees are part-time. The total employee benefits of the key management personnel of the charity were £156,073 (2021: £160,155). The key management personnel of the charity were Chief Executive Officer, Chief Finance and Operating Officer and Head of Training and Digital Integration.

Volunteers donated approximately 4101 hours over the year (949 hours from befrienders, 564 from social buddies and 2004 from classroom, project and garden volunteers). Volunteers also gave us 584 hours from volunteer training. If we were paying a support worker to do the work that the volunteers have done, with a wage of £11 per hour, it would cost us £45,111 in salary alone.

6. TAXATION

The Charitable Company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

7. TANGIBLE FIXED ASSETS

	Freehold land and building £	Property improvement £	Equipment £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost						
At 1 April 2021	1,500,000	709,128	225,751	25,534	44,677	2,505,090
Additions in year	-	-	7,957	5,210	-	13,167
Disposals			(73,102)	(12,137)		(85,239)
At 31 March 2022	1,500,000	709,128	160,606	18,607	44,677	2,433,018
Depreciation						
As 1 April 2021	133,000	608,056	160,715	14,661	43,628	960,060
Charge for the year	9,500	8,191	23,077	4,387	1,049	46,204
Disposals			(73,102)	(12,137)		(85,239)
At 31 March 2022	142,500	616,247	110,690	6,911	44,677	921,025
Net Book Value						
At 31 March 2022	1,357,500	92,881	49,916	11,696	-	1,511,993
At 31 March 2021	1,367,000	101,072	65,036	10,873	1,049	1,545,030

8. DEBTORS

	2022 £	2021 £
Trade debtors	115,572	144,062
Accrued income	28,146	9,191
Prepayments	13,178	6,080
Other debtors	1,512	1,200
	158,408	160,533

9. CREDITORS: amounts falling due within one year

	2022 £	2021 £
Pension	6,885	6,243
Trade creditors	21,933	12,738
Accruals	16,601	29,691
Loan payable within one year	51,952	51,334
Other creditors	16,350	15,318
Deferred income (see below)	65,356	72,337
	179,077	187,661

Deferred income relates to funds received in the year which have to be spent specifically in future periods. During the year £65,356 has been deferred and £72,337 from the previous year has been released to the Statement of Financial Activities.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

10. CREDITORS: amounts falling due after one year	2022	2021
	£	£
Bank loan and mortgage payable:		
Between 1 – 2 years	52,653	52,002
Between 2 – 5 years	162,262	160,099
Greater than 5 years	316,546	371,238
	<u>531,461</u>	<u>583,339</u>

The company took out a mortgage of £1,194,000 for the purchase of the building and secured by a legal charge on the building. This is being repaid over 25 years. The loan was taken on life time tracker rate of 1.25% plus Bank of England base rate and paid £8,567 during the year.

11. OPERATING LEASES

At the year end, the charity was committed to no (2021: £nil) future payments in respect of operating leases.

12. NET ASSETS BETWEEN FUNDS

	Restricted Funds 2022 £	General Funds 2022 £	Total 2022 £
Tangible fixed assets	-	1,511,993	1,511,993
Current assets	2,400	614,936	617,336
Current liabilities	-	(179,077)	(179,077)
Long term liabilities	-	(531,461)	(531,461)
Net assets at the end of the year	<u>2,400</u>	<u>1,416,391</u>	<u>1,418,791</u>

	Restricted Funds 2021 £	General Funds 2021 £	Total 2021 £
Tangible fixed assets	-	1,545,030	1,545,030
Current assets	2,468	554,006	556,473
Current liabilities	-	(187,661)	(187,661)
Long term liabilities	-	(583,339)	(583,339)
Net assets at the end of the year	<u>2,468</u>	<u>1,328,035</u>	<u>1,330,503</u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

13. MOVEMENTS IN FUNDS	At the start of the year £	Income £	Expenditure £	At end of year £
Restricted funds:				
Garfield Weston	-	15,000	(15,000)	-
Wimbledon Foundation	-	5,000	(5,000)	-
Battersea Power Station Foundation	-	2,785	(2,785)	-
MIND	-	3,562	(3,562)	-
Awards for All	-	7,388	(7,388)	-
D'Oyly Carte Charitable Trust	-	3,500	(3,500)	-
The London Community Foundation	2,468	-	(2,468)	-
Big Lottery Community Fund	-	49,600	(47,200)	2,400
City Bridge Trust	-	43,500	(43,500)	-
R & H Trust	-	43,321	(43,321)	-
Souter Charitable Trust	-	2,500	(2,500)	-
Total restricted funds	<u>2,468</u>	<u>176,156</u>	<u>(176,225)</u>	<u>2,400</u>
General funds	1,328,035	1,194,728	(1,106,371)	1,416,391
Total funds	<u><u>1,330,503</u></u>	<u><u>1,370,884</u></u>	<u><u>(1,282,596)</u></u>	<u><u>1,418,791</u></u>

Full comparatives for the year to 31 March 2021 can be found in note 15.

Purposes of restricted funds

Awards for All: This funding was received to provide wellbeing support at Share Garden.

Big Lottery Community Fund: This funding was provided toward the staff cost of family support work and to provide services during lockdown.

Battersea Power Station Foundation: This funding supported the provision of digital equipment for our students to access our virtual learning programme

City Bridge Trust: This fund offers support for people of disabilities to get employment and volunteering opportunities

D'Oyly Carte Charitable Trust: This funding supported delivery of the 'Rhythm and Tunes' music project to develop crucial life skills through music.

Drapers Trust: This project supports the Digital Inclusion Programme

Garfield Weston Foundation: This funding was provided to support the Wellbeing project.

Henry Smith Charity: This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

London Borough of Lambeth: This funding supported the provision of digital equipment for our students to access our virtual learning programme

London Catalyst: This funding was provided to support students who were quarantining to have cooked meals

Mercers' Company: This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

MIND: Mental health and wellbeing support during Covid 19

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

13. MOVEMENTS IN FUNDS (CONTINUED)

R&H (Hummingbird) Trust: This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

Screwfix Foundation: This funding was provided for refurbishment of kitchen and toilet

Souter Charitable Trust: This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

The Finnis Scott Foundation: This funding supported the provision of home gardening kits during lockdown

The London Community Foundation: This funding supported the pilot outreach project during lockdown

Wimbledon Foundation: This fund supported the provision of emergency food supplies, sports activities and towards digital equipments

Wolfson Foundation: This funding was provided for refurbishment of kitchen and toilet

14. RELATED PARTY TRANSACTIONS

Total donation income from the trustees and related parties in the year was £600 (2021: £600).

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

15. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

		<i>Restricted</i> 2021 £	<i>Unrestricted</i> 2021 £	<i>Total</i> 2021 £
INCOME FROM:				
<i>Donations and legacies</i>	2	25,572	25,572	25,572
<i>Other trading activities</i>		9,065	9,065	9,065
<i>Investments</i>		1,618	1,618	1,618
<i>Charitable activities:</i>				
<i>Independent Living Skills</i>		217,001	712,868	929,869
<i>Horticulture</i>		102,118	335,467	437,585
TOTAL INCOME		<u>319,119</u>	<u>1,084,590</u>	<u>1,403,709</u>
EXPENDITURE ON:				
<i>Raising funds</i>			31,435	31,435
<i>Charitable activities</i>				
<i>Independent Living Skills</i>		189,839	669,125	858,964
<i>Horticulture</i>		81,359	283,990	365,349
TOTAL EXPENDITURE	3	<u>271,198</u>	<u>984,550</u>	<u>1,255,748</u>
Net movement in funds		2,468	145,493	147,961
<i>Total funds brought forward</i>	13	-	1,182,542	1,182,542
TOTAL FUNDS CARRIED FORWARD	13	<u>2,468</u>	<u>1,328,035</u>	<u>1,330,503</u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

16. COMPARATIVE MOVEMENTS IN FUNDS FOR THE YEAR ENDED 31 MARCH 2021

	<i>At the start of the year</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>At end of year</i> £
Restricted funds:				
<i>Clothworkers</i>	-	15,000	(514)	-
<i>Mercers' Company</i>	-	1,250	(1,250)	-
<i>Drapers Trust</i>	-	5,625	(5,625)	-
<i>MIND</i>	-	16,035	(16,035)	-
<i>Awards for All</i>	-	9,400	(9,400)	-
<i>Henry Smith Charity</i>	-	7,500	(7,500)	-
<i>Screwfix Foundation</i>	-	5,000	(5,000)	-
<i>The London Community Foundation</i>	-	47,393	(44,926)	2,467
<i>Big Lottery Community Fund</i>	-	37,199	(37,199)	-
<i>City Bridge Trust</i>	-	59,111	(52,028)	-
<i>R & H Trust</i>	-	20,000	(20,000)	-
<i>LB of Lambeth</i>	-	4,606	(191)	-
<i>Souter Charitable Trust</i>	-	3,000	(3,000)	-
<i>The Finnis Scott Foundation</i>	-	2,500	(2,500)	-
<i>Wolfson Foundation</i>	-	35,000	(15,530)	-
<i>London Catalyst</i>	-	3,000	(3,000)	-
<i>Big Lottery Community Fund</i>	-	40,000	(40,000)	-
 	<hr/>	<hr/>	<hr/>	<hr/>
Total restricted funds	-	319,119	(271,198)	(2,567)
 	<hr/>	<hr/>	<hr/>	<hr/>
General funds	1,182,540	1,084,592	(984,549)	1,328,035
 	<hr/>	<hr/>	<hr/>	<hr/>
Total funds	<u>1,182,540</u>	<u>1,084,592</u>	<u>(984,549)</u>	<u>1,328,035</u>

SHARE COMMUNITY LIMITED

England & Wales - Charity number 264894

Accounts

SHARE COMMUNITY LIMITED
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

Company Number: 01081030
Charity Number: 264894

SHARE COMMUNITY LIMITED
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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SHARE COMMUNITY LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2021

Status	The organisation is a Charitable Company limited by guarantee, incorporated on 9 November 1972 and registered as a charity on 19 February 1973.	
Governing Document	The company was established under a memorandum of association which established the objects and powers of the Charitable Company and is governed under its articles of association.	
Charity Registration Number	264894	
Registered Company	01081030	
Registered and operation address	64 Altenburg Gardens London SW11 1JL	
Board of trustees (Directors)	Kate Heaps Jayshree Dave Michael Barnett Simon Allocca Daria Cybulska Omar Dadi David Fox Srishti Mahhajan Karen McKay Darren Norris Steven Pettengell	Chair Vice Chair Treasurer <i>Resigned 03/12/2020</i>
Patrons	Lord Alf Dubs Patricia Hodge Geraldine James OBE	
Company Secretary	Annie McDowall	
Chief Executive	Annie McDowall	
Bankers	HSBC 240 Lavender Hill London SW11 1LH	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Independent Auditors	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	

SHARE COMMUNITY LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

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

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities.

Structure, governance and management

Share Community's constitution is set out in the Memorandum and Articles of Association, first drawn up in 1972, revised in 1997 and again in 2012. Share Community ("Share") is a registered charity and company limited by guarantee. Operational activities are delegated by the trustees to the Chief Executive ("CEO") and her staff.

During the year under review, there were 11 trustees, who are also directors of the company - two trustees stepped down. One was due to increased pressure from work, and the other due to changes in family and caring circumstances. When recruiting new trustees, the existing board and CEO assess the range of skills needed and advertise our vacancies, using various media, including NCVO's Trustees Unlimited, Do It, REACH, and through professional and social media networks. The board itself – being essentially Share's membership – decides whether a potential trustee has the skills and experience required, and whether they share our values. All appointments are subject to satisfactory references and an enhanced Disclosure and Barring Service check. Recruitment to vacant Trustee positions was put on hold at the end of the year due to the COVID-19 pandemic, but resumed early in 2021.

New trustees receive a thorough induction including receiving information about Share, its governing documents and a trustees' role description. They also receive the latest guidance for trustees from the Charities Commission and information relating to Share's strategy. It is essential that they visit Share and get to see for themselves who works for and benefits from the organisation's work. The CEO sends regular briefings on governance issues to the trustees, all of whom are able to access e-mail. Most communication is carried out via Slack, an online platform that is considered more secure than e-mail. The CEO also sends regular bulletins on Share activities and developments between board meetings, for which she prepares a more detailed report. Briefings circulated include those from the NCVO and from a range of legal updates. Trustees are encouraged to take part in conferences and training events that will improve their understanding of governance issues and enable them to network with other trustees. During the year under review, any training events and conferences took place online. The board engaged Digiboard to provide a tool through which trustees and senior managers could begin to carry out and analyse a self-assessment of Share's governance.

The board of trustees normally meets bi-monthly. However, the Covid-19 pandemic put sudden and challenging pressures on charities, and Share's trustees decided to meet monthly from April 2020 in order to support the executive and ensure that Share remained sustainable. The Chair provided ongoing supervision and guidance to the SMT during the CEO's bereavement leave, which was from April to July 2020. In between, sub-committees meet, and each trustee is a member of at least one sub-committee. The Finance and Operations Committee continues to scrutinise the details of the financial performance and student pipeline. The HR committee oversees all staffing matters and health and safety, including safeguarding, and continues to ensure Share is complying with its legal responsibilities, staffing and trustee development. The Quality and Impact Committee established in 2020 established developed an impact measurement framework and started to explore ways of measuring and monitoring quality that would work alongside the Student Star.

When possible, trustees take part in organisational away-days, which focus on strategic planning, but this was challenging given the pandemic. Instead, the trustees used the extra meetings programmed in to focus on particular strategic and governance issues. A number of staff presented their work to the trustees, enhancing understanding of current developments and activities. The board appraises itself and the Chair meets with each Trustee one to one at least once a year. Strategic decisions within Share are made at board level. Significant financial decisions are referred to the board. Operational decisions are taken by Share's Senior Management Team. This includes allocation of resources, Share's programme of activities and recruitment and management of staff. Trustees are kept informed of developments and are regularly consulted on issues where they are able to apply their particular skills and knowledge. Trustees are notified of any issues of concern, including safeguarding issues. The Chair meets with the CEO monthly and conducts her appraisal annually. This year, we were unable to hold the usual organisational away day or conference, but are planning to do so at the end of 2021.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

Structure, governance and management (continued)

Share's CEO reports directly to the board. There were 34 permanent members of staff, including the CEO, by the end of the year under review. The Senior Management Team includes the Chief Executive, Chief Finance and Operating Officer, Head of Training, Head of Services and Head of Wellbeing. The Management Group includes SMT members plus managers of specific projects. The management structure is appropriate for the size and function of the organisation. All managers receive training that is appropriate to their level from a trusted provider (Happy).

Share has a comprehensive risk assessment which is incorporated into its business plan and reviewed annually or at times of significant change. The Covid-19 pandemic required Share to revisit both internal risk assessments for particular activities and projects and the overall organisational risk assessment, which was revised to reflect the potential impact of the pandemic.

Public Benefit Statement

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

We affirm that our organisation benefits members of the public who are disabled or have long term health problems by providing them with vocational training, education, and personal development in order that they may realise their potential and make the most of life. We are supporting people to achieve greater independence and autonomy; better wellbeing and healthier life chances; opportunities for employment; and to influence change in the wider world that will benefit disabled people. Many Share students work towards nationally recognised qualifications to give them better employment and development opportunities. Some do not aim for formal qualifications, but build portfolios detailing their learning and skills development. Share does not have a geographical limitation in terms of who may use our services, People's fees are usually paid by local authorities, NHS, or contracts with government agencies. Some people use direct payments or individual budgets to purchase their training at Share. Fees do not cover the whole cost of the services and the balance is made up of charitable donations.

We believe that everyone has something positive to contribute to their community. We enjoy working within the wider community, for example linking with community groups, environmental groups, local businesses, and faith communities. Our garden, within the grounds of Springfield Hospital, adds to the amenities available for hospital staff and patients, supplies some of the ingredients used by the kitchens, and brings in members of the public, who purchase our produce and attend our open events.

Remuneration of key management personnel

The pay of the SMT is reviewed annually by the trustees and normally increased in accordance with average earnings to reflect a cost of living adjustment. In view of the nature of the charity, the trustees benchmark against pay levels in other charities, seeking to ensure that salaries are commensurate with the responsibilities of the role. The remuneration benchmark is the mid-point of the range paid for similar roles in similar charities and sizes. Salary increases are dependent upon Share having the necessary funds available without impacting on service provision.

STRATEGIC REPORT

Objectives and Activities

Share exists to provide vocational training, educational and personal, social and wellbeing development opportunities for disabled people. The charity's object is "to assist persons of any nationality who are suffering from any form of disablement". The main focus of our work is to improve independence and employability skills, and to promote good health, wellbeing and positive self-esteem for disabled people. Most of our students are people with learning disabilities, and 46% have autism. They experience significant health disadvantages, dying much younger from preventable diseases than people without learning disabilities.

At Share, we are proactive in developing and nurturing partnerships and collaborations with other organisations. We take part in multi-agency clinical reference groups/partnership boards, working closely with clinical colleagues. We continue to lead the Wandsworth Learning Disability Provider Forum and we attend the Lambeth Learning Disability Provider

Forum. We take part in the NHS Thinking Partners Group which focusses on equality and diversity issues. We also take part in the Wandsworth Learning Disability Clinical Reference Group.

The four key outcome areas of our Theory of Change are: Independence; Wellbeing; Employment; and Better Services and Opportunities. Our overall aim is to enhance the social and economic inclusion of disabled people. We provide an environment that supports disabled people to attain nationally recognised vocational qualifications, work experience and, where possible, jobs. We provide training in the areas of Digital Skills; Horticulture; Food Hygiene and Catering, and Basic and Independent Living Skills. We offer contextual programmes in art and textiles, music, creative writing and exercise. We maintain Autism Accreditation through the *National Autistic Society* and we're currently progressing towards advanced accreditation status. We also maintain our *matrix Standard* accreditation, acknowledging our delivery of excellent information, advice, and guidance.

COVID-19 Response

The coronavirus pandemic has had a profound impact on those who provide and receive social care. This has made engaging with partners, commissioners, and other stakeholders more crucial than ever, and we have worked constructively and collaboratively with local authorities and other organisations to meet the needs of people with learning disabilities in our district.

At the start of the year under review, following government guidance, our sites were closed with in-person services suspended. In response, we put together a programme of initiatives designed to safeguard mental health and physical wellbeing. We mobilised a keyworking team to support students and their families/carers through the crisis and to monitor safeguarding and wellbeing concerns. Staff also linked people to support and advice services, for example, about benefits and foodbanks. We developed a community meals service in partnership with other organisations in the area, delivering over 5,000 meals to local vulnerable people. We moved our teaching to a virtual environment and helped people get online to keep learning and stay socially connected. We provided outreach support, delivered home-learning packs and developed online 'social events'. Share's proactive and cooperative approach has led to enhanced levels of trust between the charity and commissioners, and puts us in a more sustainable position going forward.

As the challenges of the past year unfolded, we adapted our services to continue providing meaningful, high quality training and support. We worked tirelessly to make sure that people had not only their basic needs met, but the right mental health support, and that they continued to develop, learn, socialise, and move towards their goals.

We modified our sites to comply with COVID-19 safety guidelines. We installed a new ventilation system at our main site in Clapham Junction to ensure clean air flow, redesigned our teaching and staff office space to allow for social distancing, employed enhanced cleaning regimes, and added easy-read signage to help people understand the rules. Due to our commitment we were able to remain open throughout the second and third lockdowns for students who greatly needed to access in-person services when their mental health was suffering.

In September 2020 we extended provision of services to premises in Brixton to support students based in the London Borough of Lambeth. Located at *We Are 336*, an accessible disability hub, this allows our Lambeth based students to access training and support in their local area. This proved especially helpful during lockdown by negating the need to travel far.

We redesigned part of our website to host a diverse range of digital learning resources. We developed our YouTube channel providing instructional and accessible videos to keep people learning and busy at home. We signposted reliable health information, government guidelines, and local coronavirus support services and we linked to a variety of easy-read information sources from key learning disability organisations. We also created wellbeing resources and tips on dealing with staying at home for prolonged periods of time, sending them out both physically and electronically.

Digital inclusion remained high on our agenda and proved critical to helping our students maintain social connection over the past year, supporting their health, learning, and wellbeing. We raised money to get people online, identified who needed help, provided dongles, tablets, and laptops, and then taught students and their families how to use them.

We ran wellbeing and other training sessions over Zoom, providing continued learning but also much needed social interaction. Tutors created home learning packs for horticulture to enable people to carry on gardening at home. We created art supply packs to help people get creative, and delivered sports equipment so they could stay active. We used our garden space for mental health respite, running arts and wellbeing sessions once restrictions allowed, providing a chance for exercise and social contact.

Promoting positive mental health is a common thread through all areas of our work. We liaised with social workers where we had serious concerns about someone's wellbeing. We collaborated with groups like *Talk Wandsworth* to set up virtual sessions for students we identified would benefit most. This gives people a chance to talk through sometimes difficult topics and struggles they experience and receive professional support and advice.

As the pandemic progressed we adapted other services to an online format. Our *Go Anywhere, Do Anything* (GADA) project that opens up arts, sports, and leisure opportunities to people with learning disabilities, also moved online, helping to alleviate loneliness and providing a safe and relaxed virtual environment for socialising.

Our user-led self-advocacy group *Student Voice* adapted exceptionally well to an online format with new student representative roles being developed to support our students to have a louder voice in all matters at Share. *Spectrum*, our forum for our autistic students, ran for part of the year in person.

We launched a befriending and outreach service at the end of July 2020 to help combat loneliness and support our students to get out in the fresh air and connect with people outside their immediate networks. A total of 43 students and their families and carers received a total of 287 visits providing much needed respite and kick-starting the development of our befriending project longer term.

Volunteers make a significant contribution to our befriending service. They're also at the heart of our *Go Anywhere, Do Anything* social inclusion project with 13 social buddies giving 243 hours of support. Volunteers also add value to our classes and activities on a daily basis. For example, our creative writing group is entirely facilitated by a volunteer writer and author who provided sessions online. Our musical activities are supported by musicians who volunteer their time on a regular basis. Volunteers also support our digital, catering, horticulture, art and independent living programmes. Social distancing regulations affected our building capacity and therefore our ability to develop volunteering opportunities. However, we have continued to recruit and welcome new volunteers on board. We have been able to move our training and induction process online, and we are still able to carry out the necessary safety checks.

The pandemic meant that staff were working from home for part of the year, and this had implications for their health and wellbeing and for data protection. We issued laptops to staff which were set up to link into the Share network via a safe and secure VPN. We supported staff to do DSE assessments of their home-working base. There were regular online meetings, both formal and informal, to maintain the sense of working as a team, and we brought in new technologies to enhance communication. Slack replaced email as the main messaging tool, and a WhatsApp group enabled staff to chat on a social level. Staff took part in regular online mental health supervision sessions to reflect and address the impact of the pandemic on their roles. Staff demonstrated adaptability, upskilling in new technologies, developing innovative teaching methods, and working in bubbles when sites reopened to reduce the risk of an organisation wide COVID-19 outbreak and ensure a consistent service.

We run regular parent and carer meetings for people to share stories, raise concerns, and discuss their needs, helping us stay connected with our students' wider networks. Like many other forums these meetings moved online. We invested further in family support with the introduction of Family Liaison Officers in June 2020 to build stronger relationships with students' immediate support circles, helping them manage and cope with the stress of the pandemic and support the people they care for.

Happily, we started welcoming more students back to all sites in September 2020, developing blended learning programmes to support people still shielding at home.

Achievements and Performance

Despite the pandemic, this has been a busy and very successful year in most of our areas of work. Our turnover was £1,403,710; we made an unrestricted surplus of £100,042; number of students dropped slightly from 103 to 99 full time equivalent as we didn't recruit any new students during the lockdown. However, loss in spot come was mitigated by increases fundraising income and government Covid related financial support.

Accreditations and awards

We were delighted to be awarded gold accreditation by *Investors in People*, something that only 17% of accredited organisations achieve. It demonstrates that Share is an organisation that understands the value of people, that we have robust policies in place and that every single person working at Share takes ownership for making them come to life. We were successful with recruitment this year and have welcomed talented and passionate colleagues to the team.

We were successful with our *matrix* review assessment, maintaining our accreditation to the *matrix Standard* for information advice and guidance services. We were commended for how quickly we responded to the support needs of our beneficiaries and their families during the pandemic, our strong digital response, and our innovative approach to widen access and opportunities for people.

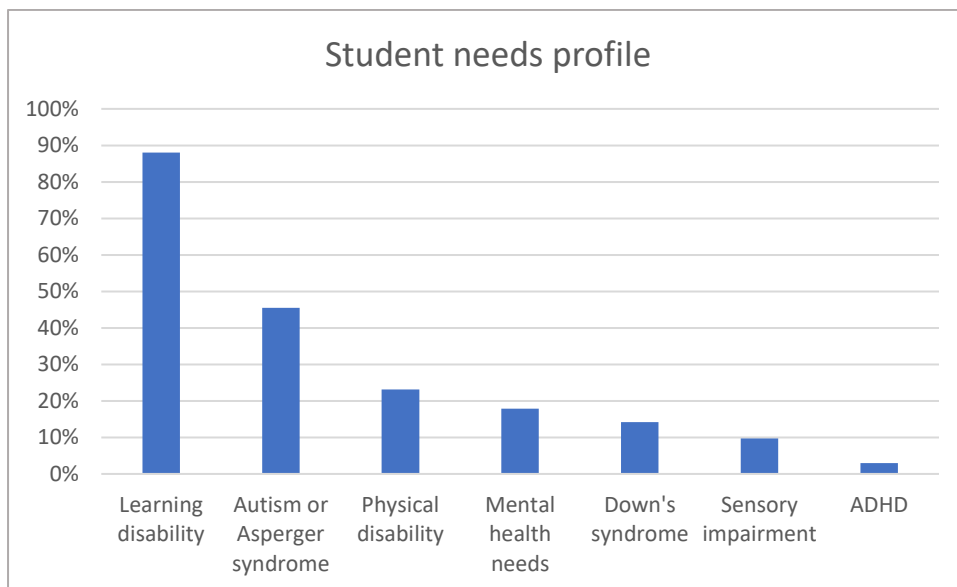
Student achievements and statistics

The outcome star is a mechanism we use for recording student success, challenges, and aspirations. It allows students to visually see their progress towards independence which can increase motivation and willingness to learn. Despite the challenges of the pandemic, overall our student star evaluation shows an increase in five areas – practical skills; communication and social skills; friends and relationships; social responsibility; and work readiness. A further three areas

remained stable - learning skills; living skills; and wellbeing. Given the sedentary nature of lockdown, one area, physical health, recorded a small drop of 1.6%. We're working to build up our activity programme as restrictions ease.

We provided training for 124 disabled people, which is down from 144 in 2020. Our target for the average number of full time equivalent (attending 3 days per week or more) students was set at 105. We ended the year with a total of 99 and so slightly below target as we have frozen recruitment during the lockdown.

The following chart illustrates the needs people coming to Share have, and we can see that many have multiple and complex support requirements, including 46% who have Autism or Asperger's syndrome often alongside other conditions:



Accredited courses and training

Our vocational training projects lead to recognised qualifications for our students, with the independent living and non-vocational programmes being assessed through portfolio development. Work had started on accredited units from November 2019, however were not completed and externally assessed due to the COVID-19 pandemic when Share's primary focus understandably became the wellbeing of students and staff.

Learning was continued virtually where possible. The catering and gardening projects were the first to reopen, with students engaging in real work activities. Other projects resumed in-person sessions with a blended learning model allowing other students to access remotely from home. There was a clear benefit for some students from their virtual experiences, gaining new skills and confidence within their own homes, and participating in activities they may not have otherwise felt comfortable doing.

By September 71% of students had returned to our sites in person and by the end of the year under review this was at 77%, with more returning as social distancing restrictions continue to ease. Barriers to returning remained for some people who were shielding and those who determined to wait until they'd received both vaccinations.

Our Independent Living Skills course enrolled 16 students this year. Students have studied a variety of topics, including living in a diverse society, environmental issues, personal safety, rights and responsibilities, food safety, cooking techniques, and household shopping and expenses. As part of Share's Independent Living Skills course, we ran Steps into Employment classes to support 15 students to take their first steps towards work readiness. The aim of these sessions is to provide an introduction to work and prepare our students for employment – whether that is paid, voluntary or work experience. Music and art sessions were also delivered as part of the programme, with 25 students taking part in music and 30 taking part in art. *My Community and Me* had 24 students accessing the programme.

10 students took part in our English and Maths course over the year, their focus being to learn strategies to help them handle numbers and money with greater confidence in everyday living situations and scenarios.

The horticulture project worked with 103 students. Many students who usually accessed other projects joined for therapeutic benefits. The garden site provided a valuable outdoor space where social distancing could be observed, boosting wellbeing and mental health at a time of great uncertainty. Art and wellbeing sessions were successfully run at the garden. We have learnt that our garden space has great potential to have other projects operate within it, and for us to create cohesive links between projects, like combining art with nature.

Our Catering project worked with 26 students over the year. This project was the first to trial using Zoom to provide catering training. This proved to be very successful, with students joining sessions and cooking at home, often with their families. Our learning from this is that remote learning can be highly effective, because students are cooking for themselves and their families. Families are seeing what the students are capable of doing, and often this is much more than they had expected. Working in this more holistic way helps promote healthy eating, and the idea of cooking using fresh produce and simple recipes. As restrictions eased after the first lockdown, we welcomed a small number of students back to the catering site to support the meals service and develop their kitchen skills.

More catering students returned to refurbished kitchens when our sites opened up further in September 2020. Thanks to funding from *The Wolfson Foundation* and *The Clothworkers' Foundation* we upgraded the catering facilities at our Clapham Junction site, creating a more efficient teaching kitchen to help students learn about food safety and develop culinary skills in a professional catering environment, helping them progress towards employability.

Share's Digital Skills and Digital Life Skills project supported 35 learners to improve their skills in safe digital communication, use of Microsoft office packages, use of digital technology such as iPads and mobile phones, recreational use of digital resources, and art and design. New digital skills were gained by supporting parents/carers and students to use technology for remote learning in their homes.

Health and wellbeing

A key theme that underpins much of our work at Share is health and wellbeing. Supported by funding from various charities and local Clinical Commissioning Groups we continue to tackle health inequalities that exist for people with learning disabilities, to help reduce preventable illnesses which can lead to premature death. We continue to offer a programme of regular exercise, healthy eating, and life skills training in making healthy life choices. Physical activity sessions were successfully delivered virtually for most of the year. We worked with *Movement Works* who deliver a programme designed specifically for people with autism. In early 2021 we celebrated our 600th session with *Disability Sports Coach*, an organisation providing popular inclusive exercise and dance sessions. Our outreach and befriending programme supports students to get out and about, going for walks, playing football or cycling. We encourage people to make sensible choices about their diet and ran online cook-a-long sessions during lockdown to provide opportunities for healthy eating at home.

Working with local NHS groups we ran virtual health sessions educating our students about hospital passports and annual health checks for people with learning disabilities. We ran a campaign to debunk coronavirus vaccine myths and provide reliable information in line with official guidance. Collaborating with local GPs and *NHS Wandsworth*, we ran a successful sensory COVID-19 vaccination clinic using our immersive learning space to create a calm environment. This took the stress out of the experience, resulting in over 30 students and parents/carers receiving their vaccination, including a student who had not had bloodwork for years due to a fear of needles.

The arts and personal development

Share's arts programme developed this year with exploration of nature, textiles, digital art, upcycling and expression through sensory art. Self-expression has been particularly important during the last year when many people struggled with isolation and anxiety. Art challenges for people to do in their homes focussed on mindfulness, and we created video 'how-to' guides and delivered art packs to people's homes allowing students to stay engaged with the project. We took part in the *Giant Dolls' House Project* which helped students convey difficult thoughts and feelings during lockdown. In early 2021 we signed up for the *Wandsworth Arts Fringe* with students beginning to prepare pieces to showcase their work and engage with the local community.

Our popular creative writing classes moved online too, made possible by our dedicated and gifted volunteer writing tutor Janice Warman, who has inspired creativity and enabled our students to express themselves in poetry and stories. Students who attend music classes shared pieces over Zoom and during lockdown three of our students took part in a virtual project with the *London Symphony Orchestra*. This helped them stay motivated and entertained, supporting positive mental health.

Community based projects

Go Anywhere Do Anything, the scheme that enables people with learning disabilities to enjoy getting out and about, form friendships with each other, and do just what everyone else likes doing in the evening and at weekends, was severely affected by the pandemic. Despite the challenges, staff continued to deliver high quality social experiences and collaborated with similar organisations to provide the best fun possible. The team ran 77 'trips', (72 virtual and 5 in person) ranging from museum tours, DIY comedy and fancy dress parties. 47 members accessed fun events where they could stay connected with friends and enjoy meaningful contact. Zoom sessions actually made the programme more accessible for some students who for various reasons faced barriers to attending trips out pre-pandemic. COVID-19 highlighted the importance of social connections in tackling loneliness. The challenge for the coming year is to raise funds to support planned trips as restrictions ease.

My Community and Me is a practical project that takes learning out of the classroom and allows people to connect with organisations to improve their experience of life as citizens in their local communities. Unable to operate in person, it was

temporarily relaunched as *My Online Community and Me*. The project successfully linked students with organisations to enhance learning and community connections. This included collaborating with *The National Archives*, who delivered online sessions to make their collection accessible to everyone. Health sessions were run with local *Healthwatch* groups enabling students to influence local NHS service provision by feeding back the needs and concerns of patients with learning disabilities and/or autism. Towards the end of the year under review the group started going out again, with students taking the lead, learning how to navigate routes using apps, and how to stay safe in public.

Social enterprises

The ability of our social enterprises to operate as usual was compromised by the COVID-19 crisis. When the garden was open students were able to resume plant sales and gain work experience at Share Nurseries. The kitchen was put to good use for the community meals project whilst Share Catering was unable to take on external contracts due to lockdown.

Challenges

Our main challenge this year was the COVID-19 pandemic which affected our ability to deliver services as usual. A small number of staff were furloughed. Most staff continued to work to meet the students' needs, working from home and adapting to different working environments, sometimes changing responsibilities, and finding new ways of communicating and working with each other. People with learning disabilities and autism found the sudden change in routine difficult. Our service provision had to adapt quickly to offer services remotely at first, and then back at our sites amidst strict social distancing guidelines. Building capacity has been a challenge, despite repurposing spaces inside the building and running services from the Brixton site, and we continue to look at longer term strategies. We faced the challenge of fundraising in a difficult climate as the year moved on and competition for funding grants increased.

We continue to find moving people with learning disabilities towards employment challenging, as there are numerous barriers to surmount. These include fear of loss of benefits; parent and carer expectations; lack of entry level jobs; and lack of resource with which to support and educate employers. This work slowed down during the early part of the pandemic. *City Bridge Trust*, who funded our Job Coach, allowed us to use the grant flexibly and this position was temporarily redeployed to support our meal delivery service and wellbeing team. However, since September 2020 our Job Coach has been steadily working to support students in our *Steps into Employment* programme, resuming one-to-one job coaching to help them prepare for the world of work. Also resumed is employer engagement, building links with employers in the community to identify work or volunteering opportunities and promote positive employer attitudes about disabled employees.

Plans for the Future

We are reflecting on everything learned over the past year to focus our strategy moving forward. We remain committed to improving the social and economic outcomes of disabled people. We will work to bolster our resilience and drive innovation to adapt to new changes and provide holistic support to improve students' wellbeing.

We will focus on supporting people to live and travel independently. We will develop community based projects that allow people to get out and connect with others. We're supporting students to volunteer at the Rookery garden in Streatham, expanding horticultural learning opportunities and enabling students to engage with and support their local communities. We'll keep exploring and developing the *My Community and Me* programme, engaging with organisations to support the integration of disabled people in society.

There is great potential for Share students to gain employment or volunteer opportunities with the right training and support. Our Job Coach will continue working on employability skills, identifying the right students to support and working with them and their families/carers to create effective employment opportunities.

We aim to scale up our service delivery in the London Borough of Lambeth increasing the number of sessions at *We Are 336* in Brixton. We hope to secure funding to develop a dedicated 'home cooking skills' training space to help people enhance their independent living skills.

Looking after mental health remains a priority as we help people navigate the after effects of pandemic. We'll continue developing our befriending project, recruiting and training more volunteers to match with our beneficiaries to tackle loneliness. We'll continue promoting health and wellbeing, working to get people more active, eating and cooking healthily, and accessing community health services. We're running a second COVID-19 sensory vaccination clinic in partnership with *Wandsworth CCG* and a local GP to provide follow up vaccinations to our students and their families.

Work will continue developing comprehensive family liaison support to provide encouragement and guidance to families and carers to help students live more independently. We'll explore opportunities to join our services with existing and new partners to share our learning and provide joint interventions and support.

We plan to increase our fundraising efforts and we will continue to seek out new funding streams. We aim to recruit a Fundraising Manager to help us prepare for celebrations for Share's 50th anniversary in 2022, implementing a rich programme of events to fundraise and raise awareness of our work.

Digital inclusion remains high on our agenda and we will keep working to integrate technology in all areas of learning.

We will continue to take up membership of reference groups and other fora in order to further opportunities for disabled people in the wider community and to build on Share's excellent reputation.

RESERVES POLICY

During the year the trustees have reviewed the reserves policy and have re-examined Share's requirements for free reserves in the light of the predominant risks to the organisation and its working capital requirements. Free reserves are defined as Current Assets less Current Liabilities (excluding the short term element of the mortgage debt secured on the building). This represents Share's available working capital. Reserves were £417,677 at 31/03/2021.

Share aims to have free reserves sufficient to meet vulnerabilities in its planned operations and to have a degree of flexibility to invest in a new area. The Trustees have set a target range for free reserves of £410,000 to £460,000. This represents around 30% of forecast expenditure in the coming year which the Trustees expect will safeguard the continued solvency of the Charity while allowing project opportunities for future development to be pursued. Over time, the Trustees expect the target range to rise, reflecting the growth of charitable activities and increased organisational complexities.

RISK STATEMENT

A full risk assessment was reviewed in May 2020. We have defined and costed the terms high, medium, and low impact and probability. Actions exist to mitigate these risks where possible. In the trustees' opinion, all known risks have been anticipated and the board is confident that they can be managed. We have assessed that the biggest single risk to Share is the loss of referrals from local authorities or the reduction in days that people attend, partly due to councils facing funding constraints and partly because of the impact of social distancing regulations on our capacity to admit people to our building. At time of writing (July 2021) we are starting to welcome in new students and have established the second centre in Brixton, which relieves pressure on our Battersea site and provides local resources to Lambeth students. We experienced a drop in income that we would expect to receive through events and social enterprise activities due to the lockdown, but we anticipate that this will start to pick up: it is showing signs of doing so in the garden. In the short to medium term, we mitigated risk to income by accessing the Government's furlough scheme for staff who were unable to carry out their duties during the lock-down, and we phased the return to work. We've been successful in applying for Covid-19 related emergency funding, which has helped us to develop services responsive to the crisis and adapt our provision. We reviewed and revised the annual budget, and reduced non-essential spending. And we capitalised upon opportunities to work in partnership, reducing our expenditure through sharing of resources. A remaining risk is that Wandsworth Council will seek to tender for day opportunity services and we may be forced to compete against larger players with no standing in the borough. We are maintaining dialog with Wandsworth commissioners and with other providers. One option may be to form a consortium to bid for the contract if this situation materialises. We are working with all of our major funders and have negotiated some flexibility in funding and reporting requirements. We keep our services and programmes under constant review, and our introduction of the Outcomes Star is now giving us clear and impartial information about the extent to which we're meeting students' life and learning goals. Our regular surveys to all key stakeholders also ensure ongoing review. Other risks identified include serious harm to staff or students and failure to achieve income targets. The risk of harm is minimised by having effective and clearly stated working practices which are communicated to all staff and volunteers and regularly reviewed. Recruitment of students is key to achieving income targets, and this is kept under close scrutiny by senior managers and trustees through weekly senior management team meetings and bi-monthly Finance and Operations Committee meetings and meetings of the full board of trustees. Financial controls are appropriate and comply with Charity Commission guidelines. Scrutiny by the Treasurer and the Finance and Operations Committee are in place to mitigate the risk. Additional board meetings were arranged when the pandemic took hold so that trustees could provide support and guidance to navigate the crisis.

FINANCIAL REVIEW

The Charity's income was £1,403,710 in the year ended 31 March 2021, compared to £1,255,569 in 2020. The total expenditure was £1,255,747 in the year ended 31 March 2021, compared to £1,151,712 in 2019/20. The net result was therefore a surplus of £147,963 during 2020/21 of which £47,921 was restricted and £100,042 unrestricted, compared to unrestricted surplus of £103,858 in 2019/20.

The Charity held unrestricted funds of £1,328,033 at the year end, of which £910,358 is tied up in fixed assets (inclusive of the loan and mortgage secured against the building).

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2021

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also Directors of Share Community Limited for the purposes of company law) are responsible for preparing the trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). They are listed on Page 1.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

In so far as we are aware:

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

Members of the Charity guarantee to contribute an amount not exceeding 25p to the assets of the Charity in the event of winding up. The total number of such guarantees at 31 March 2020 was 10 (2019: 10). The trustees are members of the Charity but this entitles them only to voting rights.

AUDITORS

haysmacintyre have expressed willingness to continue in office. A resolution to re-appoint haysmacintyre will be proposed at the Annual General Meeting.

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

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by the trustees on 2nd August 2021 and signed on their behalf by:

Kate Heaps

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Kate Heaps
Chair

M Barnett

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Michael Barnett
Treasurer

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SHARE COMMUNITY LIMITED

Opinion

We have audited the financial statements of Share Community UK Limited for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheets, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the directors' report).

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

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to regulatory requirements for GDPR, Charities Act 2011 and Companies Act 2006, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, income tax and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimate and application of controls around authorisation of expenditure and payments. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Murtaza Jessa (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
Date: 3 September 2021

10 Queen Street Place
London
EC4R 1AG

SHARE COMMUNITY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (including an income and expenditure accounts)

FOR THE YEAR ENDED 31 MARCH 2021

		Restricted 2021 £	Unrestricted 2021 £	Total 2021 £	Total 2020 £
INCOME FROM:					
Donations and legacies	2	-	25,572	25,572	29,263
Other trading activities		-	9,065	9,065	43,534
Investments		-	1,618	1,618	1,422
<i>Charitable activities:</i>					
Independent Living Skills		217,001	712,868	929,869	809,780
Horticulture		102,118	335,467	437,585	371,570
TOTAL INCOME		<u>319,119</u>	<u>1,084,590</u>	<u>1,403,709</u>	<u>1,255,569</u>
EXPENDITURE ON:					
Raising funds			31,435	31,435	28,241
<i>Charitable activities</i>					
Independent Living Skills		189,839	669,125	858,964	783,468
Horticulture		81,359	283,990	365,349	340,003
TOTAL EXPENDITURE	3	<u>271,198</u>	<u>984,550</u>	<u>1,255,748</u>	<u>1,151,712</u>
Net income/(expenditure) before transfer		47,921	100,040	147,961	103,857
Net transfer between funds		(45,453)	45,453	-	-
Net movement in funds		2,468	145,493	147,961	103,857
Total funds brought forward	13		1,182,542	1,182,542	1,078,683
TOTAL FUNDS CARRIED FORWARD	13	<u><u>2,468</u></u>	<u><u>1,328,035</u></u>	<u><u>1,330,503</u></u>	<u><u>1,182,540</u></u>

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

Movements in funds are disclosed in note 13 to the financial statements.

Comparative figures for 2020 are disclosed in note 15 to the financial statements.

The notes on pages 16 to 25 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021		2020	
		£	£	£	£
FIXED ASSETS					
Tangible assets	7		1,545,030		1,513,657
CURRENT ASSETS					
Debtors	8	160,533		152,510	
Cash at bank and in hand		395,940		357,966	
TOTAL CURRENT ASSETS		556,473		510,476	
Creditors: amounts falling due within one year	9	(187,661)		(205,130)	
NET CURRENT ASSETS			368,812		305,346
TOTAL ASSETS LESS CURRENT LIABILITIES			1,913,842		1,819,003
Creditors: amounts falling due after one year	10		(583,339)		(636,463)
NET ASSETS	12		1,330,503		1,182,540
FUNDS OF THE CHARITY	13				
Restricted income funds			2,468		-
Unrestricted income funds					
General funds			1,328,035		1,182,540
TOTAL CHARITY FUNDS			1,330,503		1,182,540

The financial statements were approved and authorised for issue by the board of the trustees on 2nd August 2021 and were signed below on its behalf by:

Kate Heaps

.....
Kate Heaps
Chair

M Barnett

.....
Michael Barnett
Treasurer

The notes on pages 16 to 25 form part of these financial statements.

SHARE COMMUNITY LIMITED

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2021

	Notes	2021 £	2020 £
Net cash provided by operating activities	A	167,929	129,221
Cash flows from investing activities:			
Interest from investments		1,618	1,422
Purchase of tangible fixed assets		(72,014)	(16,006)
Net cash used in investing activities		(70,396)	(14,584)
Cash flows from financing activities:			
Repayment of loans		(58,963)	(74,134)
Net cash used in financing activities		(58,963)	(74,134)
Change in cash and cash equivalents in the reporting period		38,570	40,503
Cash and cash equivalents at the beginning of the year		357,367	316,864
Cash and cash equivalents at the end of the year		395,937	357,367

A: Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	2020 £
Net movement in funds	147,963	103,858
Depreciation charges	40,640	44,805
Interest from investments	(1,618)	(1,422)
Decrease (increase) in debtors	(8,023)	2,628
(Decrease) increase in creditors	(11,033)	(20,648)
Net cash provided by operating activities	167,929	129,221

B: Analysis of net debt

	At 1 April 2020 £	Cash flow £	At 31 March 2021 £
Cash at bank and in hand	357,967	37,970	395,937
Overdraft facility payable on demand	(600)	600	-
	357,367	38,570	395,937
Loans falling due within one year	(57,173)	5,839	(51,334)
Loans falling due after one year	(636,462)	53,124	(583,338)
Total	(336,268)	97,533	(238,735)

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

a) **Basis of Accounting**

The 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) (second edition effective 1 January 2020) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Share Community meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value.

b) **Preparation of accounts on a going concern basis**

The financial statements are approved during a period where there is much uncertainty as a result of the emergence and international spread of a coronavirus (COVID-19). The ultimate impact of the COVID 19 pandemic is still unclear, but management are modelling scenarios should there be a material effect on income. However, having reviewed the funding facilities available to the Charity together with the expected future cash flows, the trustees have a reasonable expectation that charity has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the charity's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

c) **Income recognition**

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

d) **Donations and legacies**

Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably. Volunteer time is not included in the financial statements.

e) **Contractual fee income**

Contractual fee income is recognised to the extent that the charity has provided the services. Where such income is received in advance, the income is deferred until the charity becomes entitled to them.

f) **Grants**

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, the amount of income receivable can be measured reliably and there is probability of receipt.

Grants for the purchase of fixed assets are credited to restricted income when receivable. Depreciation of fixed assets purchased with such grants is charged against the restricted fund. Where a fixed asset is donated to the charity for its own use, it is treated in a similar way to a restricted grant.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

g) Expenditure

Expenditure is recognised in the period in which they are incurred. Expenditure includes attributable VAT which cannot be recovered.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis being an estimate, based on staff time, of the amount attributable to each activity.

	Salary and overheads	Support costs	Governance costs
	%	%	%
Raising funds	3	4	-
Independent living	60	67	70
Horticulture	26	29	30
Support costs	8	-	-
Governance	3	-	-

Governance costs include the management of the Charitable Company's assets, organisational management and compliance with constitutional and statutory requirements.

h) Raising funds

The costs of raising funds relate to the costs incurred by the Charitable Company in raising funds for the charitable work.

i) Depreciation

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life: The depreciation rates in use are as follows:

Building	Over 100 years on the cost of building
Property improvements	25 years
Equipment	4 years
Fixture and fittings	4 years
Motor vehicles	4 years

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

j) Restricted funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.

k) Unrestricted funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity.

l) Designated funds

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

m) Transfers

Transfers are made between funds to subsidise restricted funding, or if additional funds are designated by the trustees.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

n) Rentals

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

o) Pension scheme

Share Community provides 3% on top of the salary to be paid directly into Share's Defined Contribution Pension Scheme with The Pension Trust (TPT). All employees also contribute a minimum of 5% (from April 2021) into their pension scheme.

p) Financial Instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

q) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

r) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

s) Creditors and provisions

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.

t) Legal status

Share Community is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to 25p per member of the charity.

u) Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no judgements or estimates critical to the financial statements.

2. DONATIONS AND LEGACIES

	Restricted	Unrestricted	2021	2020
	£	£	Total	Total
			£	£
Donations, gifts and subscriptions	-	25,572	25,572	29,263

All donations income in 2020 was unrestricted.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

3. EXPENDITURE

	Raising Funds 2021 £	Independent Living 2021 £	Horticulture 2021 £	Support Costs 2021 £	Governance 2021 £	Total 2021 £
Staff costs (note 5)	27,018	530,241	220,498	103,813	22,088	903,658
Direct cost	-	217,802	98,724	-	-	316,526
Other costs	-	-	-	20,599	14,964	35,563
	<u>27,018</u>	<u>748,043</u>	<u>319,222</u>	<u>124,412</u>	<u>37,052</u>	<u>1,255,747</u>
Support costs	4,417	84,751	35,244	(124,412)	-	-
Governance costs	-	26,169	10,883	-	(37,052)	-
	<u>31,435</u>	<u>858,963</u>	<u>365,349</u>	<u>-</u>	<u>-</u>	<u>1,255,747</u>

Governance costs include audit fees of £14,964 and staff costs of £22,088 (2020: £12,840 and staff costs of £26,624 respectively)

<i>2020 comparatives</i>	Raising Funds 2020 £	Independent Living 2020 £	Horticulture 2020 £	Support Costs 2020 £	Governance 2020 £	Total 2020 £
Staff costs (note 5)	24,595	473,868	203,892	81,574	26,264	810,193
Direct cost	-	212,386	94,283	-	-	306,669
Other costs	-	-	-	22,541	12,309	34,850
	<u>24,595</u>	<u>686,254</u>	<u>298,175</u>	<u>104,115</u>	<u>38,573</u>	<u>1,151,712</u>
Support costs	3,646	70,245	30,224	(104,115)	-	-
Governance costs	-	26,969	11,604	-	(38,573)	-
	<u>28,241</u>	<u>783,468</u>	<u>340,003</u>	<u>-</u>	<u>-</u>	<u>1,151,712</u>

SHARE COMMUNITY LIMITED**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2021**

4. NET MOVEMENT IN FUNDS	2021	2020
	£	£
This is stated after charging:		
Depreciation	40,640	44,805
Trustees' remuneration	-	-
Trustees' reimbursed expenses – 1 Trustee	-	189
Auditors' remuneration:-		
Audit (including VAT)	14,964	12,840
Interest on loans	8,959	14,683
	<u> </u>	<u> </u>
5. STAFF COSTS AND NUMBERS	2021	2020
	£	£
Salaries and wages	804,074	737,332
Social security costs	54,569	51,522
Pension contributions	28,286	21,339
Agency and other staff costs	16,729	-
	<u> </u>	<u> </u>
	<u>903,658</u>	<u>810,193</u>

No employee earned more than £60,000 during the year.

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

	No.	No.
Independent Living Skills	19	19
Horticulture	5	5
Employability Training	1	1
Administration and support	12	11
Fundraising	1	1
	<u> </u>	<u> </u>
	38	37

Over half of employees are part-time. The total employee benefits of the key management personnel of the charity were £ 160,155 (2020: £159,052). The key management personnel of the charity were Chief Executive Officer, Chief Finance and Operating Officer and Head of Training.

Altogether, volunteers donated approximately 5,500 hours over the year (1,430 from corporate volunteers, 1,520 from social buddies and 2,550 from regular volunteers at HQ and the garden). If we were paying a support worker to do the work that the volunteers have done, with a wage of £11 per hour, it would have cost us £60,500 in salary alone.

6. TAXATION

The Charitable Company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

7. TANGIBLE FIXED ASSETS

	Freehold land and building £	Property improvement £	Equipment £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost						
At 1 April 2020	1,500,000	697,144	175,828	15,428	44,677	2,433,077
Additions in year	-	11,984	49,923	10,107	-	72,014
At 31 March 2021	<u>1,500,000</u>	<u>709,128</u>	<u>225,751</u>	<u>25,534</u>	<u>44,677</u>	<u>2,505,090</u>
Depreciation						
As 1 April 2020	123,500	600,180	142,757	11,154	41,830	919,421
Charge for the year	9,500	7,877	17,957	3,508	1,798	40,640
At 31 March 2021	<u>133,000</u>	<u>608,056</u>	<u>160,715</u>	<u>14,661</u>	<u>35,626</u>	<u>952,060</u>
Net Book Value						
At 31 March 2021	<u>1,367,000</u>	<u>101,072</u>	<u>65,036</u>	<u>10,873</u>	<u>1,049</u>	<u>1,545,030</u>
At 31 March 2020	<u>1,376,500</u>	<u>96,964</u>	<u>33,071</u>	<u>4,274</u>	<u>2,847</u>	<u>1,513,656</u>

8. DEBTORS

	2021 £	2020 £
Trade debtors	144,062	121,782
Accrued income	9,191	13,371
Prepayments	6,080	12,638
Other debtors	1,200	4,719
	<u>160,533</u>	<u>152,510</u>

9. CREDITORS: amounts falling due within one year

	2021 £	2020 £
Pension	6,243	5,798
Trade creditors	12,738	1,604
Accruals	29,691	18,208
Loan payable within one year	51,334	57,174
Other creditors	15,318	16,900
Deferred income (see below)	72,337	105,446
	<u>187,661</u>	<u>205,130</u>

Deferred income relates to funds received in the year which have to be spent specifically in future periods. During the year £105,446 has been deferred and £92,883 from the previous year has been released to the Statement of Financial Activities.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

10. CREDITORS: amounts falling due after one year	2021	2020
	£	£
Bank loan and mortgage payable:		
Between 1 – 2 years	52,002	49,823
Between 2 – 5 years	160,099	155,275
Greater than 5 years	371,237	431,365
	<u>583,338</u>	<u>636,463</u>

The company took a loan of £276,607 on 30/10/2007 for the deposit on the purchase of the building and it was fully repaid during the year. The company also took out a mortgage of £1,194,000 on the same date and both are secured by a legal charge on the building. This is being repaid over 25 years.

11. OPERATING LEASES

At the year end, the charity was committed to no (2020: £nil) future payments in respect of operating leases.

12. NET ASSETS BETWEEN FUNDS

	Restricted Funds 2021 £	General Funds 2021 £	Total 2021 £
Tangible fixed assets	-	1,545,030	1,545,030
Current assets	2,468	554,006	556,473
Current liabilities	-	(187,661)	(187,661)
Long term liabilities	-	(583,339)	(583,339)
Net assets at the end of the year	<u>2,468</u>	<u>1,328,035</u>	<u>1,330,503</u>

	Restricted Funds 2020 £	General Funds 2020 £	Total 2020 £
Tangible fixed assets	-	1,513,657	1,513,657
Current assets	-	510,476	510,476
Current liabilities	-	(205,130)	(205,130)
Long term liabilities	-	(636,463)	(636,463)
Net assets at the end of the year	<u>-</u>	<u>1,182,540</u>	<u>1,182,540</u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

13. MOVEMENTS IN FUNDS	At the start of the year £	Income £	Expenditure £	At end of year £
Restricted funds:				
SIEF	-	-	-	-
Clothworkers	-	15,000	(514)	-
Viridian	-	-	-	-
Mercers Trust	-	1,250	(1,250)	-
Karten Trust Income	-	-	-	-
London Catalyst	-	-	-	-
Ganett Foundation	-	-	-	-
Drapers Trust	-	5,625	(5,625)	-
Garfield Weston	-	-	-	-
Lloyds TSB Fund	-	-	-	-
Wimbledon Community Grant	-	-	-	-
Wimbledon Foundation	-	7,500	(7,500)	-
Battersea Power Station Foundation	-	-	-	-
MIND	-	16,035	(16,035)	-
Awards for All	-	9,400	(9,400)	-
Bailey Thomas	-	-	-	-
NIACE	-	-	-	-
Henry Smith Charity	-	7,500	(7,500)	-
Hedley Foundation	-	-	-	-
People's Postcode Trust	-	-	-	-
Screwfix Foundation	-	5,000	(5,000)	-
The London Community Foundation	-	47,393	(44,926)	2,467
Big Lottery Community fund	-	37,199	(37,199)	-
City Bridge Trust	-	59,111	(52,028)	(0)
R & H Trust	-	20,000	(20,000)	-
LB of Lambeth	-	4,606	(191)	-
Souter Charitable Trust	-	3,000	(3,000)	-
The Finnis Scott Foundation	-	2,500	(2,500)	-
Wolfson Trust	-	35,000	(15,530)	-
ACT Foundation	-	-	-	-
London Catalyst	-	3,000	(3,000)	-
Big Lottery Community fund	-	40,000	(40,000)	-
Total restricted funds	<u>-</u>	<u>319,119</u>	<u>(271,198)</u>	<u>2,567</u>
General funds	<u>1,182,540</u>	<u>1,084,592</u>	<u>(984,549)</u>	<u>1,328,035</u>
Total funds	<u><u>1,182,540</u></u>	<u><u>1,084,592</u></u>	<u><u>(984,549)</u></u>	<u><u>1,328,035</u></u>

Full comparatives for the year to 31 March 2020 can be found in note 16.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

13. MOVEMENTS IN FUNDS (continued)

Purposes of restricted funds

Arts Council: This funding supported music project for our students (adults with learning disabilities, sensory impairments, autism, and mental health issues) to develop crucial life skills through music.

Awards for All: This funding was received to support development of our database.

Bailey Thomas: This fund was provided for Live Well, Feel Great Project which supported Health and Wellbeing activities

Big Lottery Community Fund: This funding was provided toward the staff cost of family support work

Big Lottery Community Fund: This funding was given to provide services during lockdown.

The Cloathworkers' Foundation: This funding was provided for refurbishment of kitchen

City Bridge Trust: This fund offers support for people of disabilities to get employment and volunteering opportunities

Drapers Trust: This project supports Digital Inclusion Programme

Garfield Weston Foundation: This funding was provided to support Wellbeing project.

Henry Smith Charity: This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

Ian Karten Charitable Trust Refurbishing the ICT project

London Borough of Lambeth: This funding supported to provide digital equipment for our service users to access our virtual learning programme

London Catalyst: This funding was provided to support the service users who were quarantining to have cooked meals

Mercers' Company: This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

Percy Bilton: This fund was provided towards gardening tools and equipment and the provision of a raised bed

R&H (Hummingbird) Trust: This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration. Later in the year, they also made a substantial donation towards our Wellbeing team

Screwfix Foundation: This funding was provided for refurbishment of kitchen and toilet

Souter Charitable Trust: This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

The Finnis Scott Foundation: This funding supported to provide home gardening kit during lockdown

The London Community Foundation: This funding support to pilot outreach project during lockdown

MIND: Mental health and wellbeing support during Covid 19

Wimbledon Foundation: This fund supported to provide emergency food supply and sports activities

Wolfson Foundation: This funding was provided for refurbishment of kitchen and toilet

14. RELATED PARTY TRANSACTIONS

Total donation income from the trustees and related parties in the year was £600 (2020: £112).

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

15. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

		<i>Restricted</i> 2020 £	<i>Unrestricted</i> 2020 £	<i>Total</i> 2020 £
INCOME FROM:				
<i>Donations and legacies</i>	2	-	29,263	29,263
<i>Other trading activities</i>		-	43,534	43,534
<i>Investments</i>		-	1,422	1,422
<i>Charitable activities:</i>				
<i>Independent Living Skills</i>		119,579	690,201	809,780
<i>Horticulture</i>		44,962	326,608	371,570
TOTAL INCOME		<u>164,541</u>	<u>1,091,028</u>	<u>1,255,569</u>
EXPENDITURE ON:				
<i>Raising funds</i>		-	28,241	28,241
<i>Charitable activities</i>				
<i>Independent Living Skills</i>		135,606	647,862	783,468
<i>Horticulture</i>		28,935	311,068	340,003
TOTAL EXPENDITURE	3	<u>164,541</u>	<u>987,171</u>	<u>1,151,712</u>
Net movement in funds		-	103,857	103,857
<i>Total funds brought forward</i>	13	-	<u>1,078,683</u>	<u>1,078,683</u>
TOTAL FUNDS CARRIED FORWARD	13	-	<u><u>1,182,540</u></u>	<u><u>1,182,540</u></u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

16. COMPARATIVE MOVEMENTS IN FUNDS FOR THE YEAR ENDED 31 MARCH 2020

	<i>At the start of the year</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>At end of year</i> £
<i>Restricted funds:</i>				
<i>Mercers' Company</i>	-	15,000	(15,000)	-
<i>Ian Karten Trust</i>	-	7,498	(7,498)	-
<i>Drapers' Trust</i>	-	1,875	(1,875)	-
<i>Garfield Weston</i>	-	20,000	(20,000)	-
<i>Arts Council</i>	-	9,568	(9,568)	-
<i>Bailey Thomas</i>	-	5,000	(5,000)	-
<i>Awards for All</i>	-	9,735	(9,735)	-
<i>Henry Smith Charity</i>	-	30,000	(30,000)	-
<i>Percy Bilton</i>	-	4,536	(4,536)	-
<i>City Bridge Trust</i>	-	3,625	(3,625)	-
<i>R&H Trust</i>	-	57,704	(57,704)	-
	<hr/>	<hr/>	<hr/>	<hr/>
<i>Total restricted funds</i>	-	164,541	(164,541)	-
	<hr/>	<hr/>	<hr/>	<hr/>
<i>General funds</i>	1,078,683	1,091,028	(987,171)	1,182,540
	<hr/>	<hr/>	<hr/>	<hr/>
<i>Total funds</i>	<u>1,078,683</u>	<u>1,255,569</u>	<u>(1,151,712)</u>	<u>1,182,540</u>