SPADEWORK LIMITED

England & Wales · Charity number 291198

Details

Status	Registered
Legal form	Charitable company
Company number	01820460
Registered	1985-02-22
Register	View on the Charity Commission register

Contact

Address	Spadework Ltd Teston Road Offham West Malling Kent ME19 5NA
Phone	01732870002
Email	info@spadework.org.uk
Website	www.spadework.org.uk

Activities

Objects: TO RAISE AND PROVIDE HELP ASSISTANCE FUNDS FACILITIES AND TRAINING FOR MENTALLY OR PHYSICALLY HANDICAPPED PERSONS. (FOR DETAILS SEE CLAUSE 3 OF MEMORANDUM OF ASSOCIATION.)

Activities: Spadework is a charity that enables people to be more independent, feel less isolated and live happier, healthier and more fulfilling lives. Working in the heart of their community, they provide a wide range of meaningful opportunities for adults with learning and other disabilities, for those living with dementia and for people experiencing problems with their mental health.

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Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Education/training, Disability, Environment/conservation/heritage, Economic/community Development/employment
- **Who:** People With Disabilities, Other Defined Groups

Geography

- Kent

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£2,525,059	£2,420,067	£1,247,591	42
2023-12-31	£2,180,994	£2,049,194	£1,142,599	29
2022-12-31	£1,737,085	£1,805,317	£957,953	34
2021-12-31	£1,615,556	£1,628,193	£1,079,031	32
2020-12-31	£2,384,841	£1,779,805	£1,091,668	37

Trustees

Name	Role	Appointed
SUSAN MARY MURRAY	Chair	2011-11-22
Hayley Brooks		2021-05-01
James Michael Burke		2014-01-22
Louise Mingay		2024-11-25
Mary Louise Rimmer		2018-12-19
Nadra Khanum Ahmed CBE		2021-05-01
Rev Jim Brown		2018-06-20
Tony Young		2011-09-25

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SPADEWORK LIMITED

England & Wales - Charity number 291198

Accounts

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ThirdSector Awards | ansvar

2024 Highly Commended









Trustees' Report and Financial Statements

for year ended 31 December 2024

Registered Charity No. 291198 • Registered Company No. 01820460
Spadework Ltd. • A company limited by guarantee

Spadework Social Enterprises CIC
Registered Company No. 13099464. • Community Interest Company

Reference and administrative details of the charity, its trustees, and advisers

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The impact of our work

Each year we measure, learn from and publish a report about the impact of our work. While this Trustees' Report and Financial Statement is complete on its own, you will find references to our impact on some pages of this report.

Our 2024 Impact Report is available to read and download on our website at www.spadework.org.uk or please call us on 01732 870002 for a printed copy.

To protect anonymity, the names of people featured in personal stories have been changed.

Registered Office
Teston Road, Offham,
West Malling, Kent, ME19 5NA

Chair
Susan Murray

Treasurer
Anthony Young

Company Secretary
Anthony Young

Patrons
Tom Tugendhat MBE VR MP
Stephen Betts
George Harvey

Chief Executive Officer
Kris Healey

Trustees of Charity	Date first appointed
Peter Reeves	20/05/2004 Resigned 24/01/2024
Trevor Brazier	23/11/2009 Resigned 09/04/2024
Anthony Young	25/09/2011
Susan Murray	22/11/2011
Edward Hosey	27/11/2013 Resigned 28/03/2024
James Burke	22/01/2014
Rev Jim Brown	20/06/2018
Mary Rimmer	19/12/2018
Hayley Brooks	01/05/2021
Nadra Ahmed CBE DL	01/05/2021
Louise Mingay	25/11/2024

Directors of Spadework Social Enterprises CIC	Date first appointed
Kris Healey	24/12/2020
Susan Murray	01/05/2021
Anthony Young	01/05/2021
Jack Stockley	12/06/2023

Independent Auditor
Kreston Reeves LLP, Chartered Accountants, Statutory Auditor, Maritime Place, Quayside, Chatham Maritime, Chatham, Kent ME4 4QZ

Bankers
NatWest, 3 High Street, Maidstone. Kent ME14 1HJ

Chair's Welcome



What a year 2024 has been, celebrating our 40th anniversary! Time to reflect not only on the roots of our charity, but how we have evolved into the charity we are today and how we continue to make progress in building a place of belonging and purpose for everyone who walks through our gates.

A favourite moment came during our anniversary celebration in June, when I overheard a couple reflecting on how long they'd been coming to Spadework. From their early visits to the Garden Centre to more recent dementia groups, their story captured the way this place has grown alongside our community. It also reminded me of the foresight shown by those trustees who purchased our site decades ago, laying the foundation for everything we do today.

Our "Birthday Party" brought together people from across our history: long-time supporters, new partners, and families who now consider this place part of their weekly routine. Tours, conversations and shared memories reminded us that Spadework means something deeply personal to each person it touches.

Perhaps nothing illustrates our evolving impact more clearly than the strength of our dementia services. These are now a well-established part of what we offer, with growing demand and powerful outcomes for individuals and their carers. Whether through music, movement, peer support or simply sharing a cup of tea in a familiar setting, we are helping people live well with dementia and feel seen, supported and understood.

Our wider programme continues to thrive. The day services for adults with learning and other disabilities, known to us as our trainees, remain at the heart of what we do, and our wellbeing and bereavement groups have become vital sources of connection for many. Across all services, our fantastic staff team continue to lead with kindness and integrity. Many have taken on new skills and responsibilities, supporting one another with a strong sense of collaboration and shared purpose.

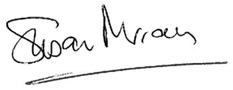
We are also blessed with a team of volunteers, whose generosity and warmth help create the atmosphere of inclusion and community that defines Spadework. From helping in the café or shops to supporting our care activities, their contribution is invaluable.

As a trustee team, we are also mindful of what lies ahead. With more homes being built locally and more people turning to us each week, we are committed to making sure our offer remains relevant, accessible and continues to have impact. That is why trustees and staff have been working closely together to explore how we can expand the site, particularly to provide more indoor space. As we look to the future, we know that better facilities will help us deepen our impact and ensure that everyone has a place to belong.

This progress is built on collaboration - from Offham Parish Council, local residents and borough partners, we are proud to work alongside others who share our belief in inclusion, integrity and community.

Yes, 2024 has been a year of celebration, but more than that, a year of greater purpose and real impact.

Read on to enjoy another successful year at Spadework.



Sue Murray
Chair of Trustees
Spadework Ltd
September 2025

Trustees' Introduction

For the year ended 31 December 2024

The Trustees present their annual report together with the audited financial statements of the Charity for the year ended 1 January 2024 to 31 December 2024. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the group and the Charity qualify as small under section 383 of the Companies Act 2006, the Group strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.





Our mission is to foster inclusion and belonging by providing opportunities that empower individuals, strengthen community and enhance wellbeing. We enable people to be more independent, feel less isolated and to live happier, healthier and more fulfilling lives.

Objectives and activities

Public benefit

The charity's objective of empowering individuals is of benefit not only to our beneficiaries but also to their families, support networks, local authorities and the wider community.

We are fortunate to have many energetic, resourceful and inspirational staff members and volunteers who share our passion and commitment to realising our vision.

At the heart of a rural community, Spadework offers people a place to meet friends, relax and enjoy the interaction with our beneficiaries. Our safe and stimulating site enables vulnerable adults to feel accepted for who they are and gain new skills and access new opportunities.

We provide a joyful place for our local community, a space which brings people together. This can include people who may recently have been bereaved, who may have received a life-changing diagnosis or be an ageing parent. Spadework is also a place for a family celebration, a community interest meeting or a social event. The connections made at Spadework are sometimes emotional, often meaningful, and frequently joyful.

In setting objectives and planning activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance "Public benefit: running a charity (PB2)".



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Spadework 2024 – Key moments in our year

January

- The start of our 40th celebration year
- Roger Gough, Leader Kent County Council, visits Spadework
- Website design refresh, with help of a volunteer
- Peter Reeves, trustee, passes

February

- Kent Charity Awards 2024 launch hosted at Spadework
- Barry the Lamb created for Heart of Kent Hospice 'Shaun the Sheep' fundraising trail

March

- Launch of Friends of Spadework loyalty scheme
- 2,639 primroses delivered to schools for Mother's Day
- Yotes Court fundraising wine tasting
- Ashleigh Smith highly commended as Ancillary Worker at Great British Care Awards

April

- 2,451,853 steps taken by trainees, staff and volunteers as part of Step up for Spadework
- Spadework included in Tesco Stronger Starts campaign
- Easter Egg hunt raises £2,185 and sees more than 800 people on site

May

- Trainees create benches for Charities Aid Foundation (CAF)
- Personalised leaves available for dedication on our Memory Tree
- Two electric vehicle chargers installed on site
- Pumpkins planted in LJ Betts' Field

June

- Official 40th anniversary celebrations take place between 8th and 16th June
- BBC Radio Kent broadcast live for 4 hours from Spadework
- Marquee provided by Fernham Homes for celebrations
- More than 1,000 people attend Summer Fair which raised £6,500
- 17 Kent-based businesses have stalls at Summer Fair
- More than 4,000 views of Facebook video
- 135 people enjoy a Spadework Tea and Tour. 11 trainees help serve teas
- 167 Trainees, staff and volunteers celebrate at "Spadefest"
- 60 Carers take part in a quiz and enjoy BBQ at "Spadefest"
- Fernham Homes host their 25th anniversary celebrations at Spadework

July

- Community nurses provide wellbeing checks on site for trainees
- Brays Bees give a community talk
- Taste of Kent Awards – Café/Coffee Shop Tearoom of the Year -Silver; Community of the Year-Bronze
- Wilder Kent Awards - Gold (second consecutive year)
- Greensand Ridge Fundraising Gin and Spirits Tasting
- Dementia Information Day

August

- Launch of Techbusters community wellbeing technology help
- Block paving by glasshouse and polytunnels complete
- Permanent gazebo erected on terrace at back of café
- Community Library Box launched to share books

September

- Third Sector National Awards: Highly commended as Charity of the Year and Charity Leader of the Year
- Charity Times National Awards Finalist: Sustainable Charity of the Year and Chief Executive of Year
- Pumpkins harvested with help from more than 100 corporate volunteers from 15 companies
- Scrapbooking wellbeing group starts

October

- New gazebo launched near veg patch
- More than 18,000 pumpkins sold during PYO Pumpkin festival
- First year for the Spooky Halloween Tunnel!

November

- First Learning Disability Carers Information Event
- Development plan begins for Dementia and Wellbeing Hub

December

- 1119 Christmas trees sold
- 320 hampers sold to local businesses
- 2,532 people signed up as Friends of Spadework

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What we do

Spadework fosters inclusion and belonging by providing opportunities that empower individuals, strengthen community and enhance wellbeing.

On our five-acre site in West Kent we provide services for:

People living with dementia

We support people living with dementia, as well as their families and carers, with a variety of essential services. These include memory cafes, singing groups, music and movement groups, arts and crafts, carers support groups and a specific support group for people with young-onset dementia. All of our services are free to attend and people do not need a formal diagnosis to join us. All of our services are over- subscribed and we have a waiting list.

Adults with learning and other disabilities

We have been supporting people with learning and other disabilities since Spadework was founded in 1984. We enable people with learning and other disabilities (known as “trainees”) to take part in a range of activities focused on horticulture, lifeskills and creative arts. Through participation in these our trainees have an increased sense of belonging, have a purpose and are more independent.

Carers

We provide services for carers of people living with dementia, people with learning and other disabilities and their support networks. These include activities and talking groups. We also help to signpost other relevant organisations. Our information events are open to every carer, whether paid or unpaid or the person they care for attends one of our services.

People who would like to improve their wellbeing

We provide activities for people who would like to improve their wellbeing, like gardening, woodwork, walking and sewing. These enable people to connect with each other in small groups and to share and learn new skills and to have an increased sense of belonging.

→ **On site we also have a Café, Garden Centre and Farm Shop which are open to the public seven days a week and bring people to our charity.**

In 2024 we supported:

189 People affected by dementia

115 People with learning and other disabilities

161 Carers on site

80 People to improve their wellbeing

Vision and values





Our vision: A world that acknowledges, respects and responds to the needs of everyone.



Our values:

- **Inclusion:** We welcome and celebrate everyone, ensuring our services are accessible, respectful and designed for all.
- **Belonging:** We create friendly spaces where every individual feels safe, accepted, and valued.
- **Community:** We work in partnership with our local community, ensuring our services reflect its evolving needs.
- **Collaboration:** We believe in teamwork, supporting each other and partnering with others to maximise impact.
- **Purpose:** We create an environment that fosters a sense of meaning, direction and resilience.
- **Integrity:** We are forward-thinking, aligning our actions with our intentions to ensure our services remain relevant, impactful and community-focused.

spadework dementia services

Dementia Services

Since we launched our dementia services in 2021, we have experienced an extraordinary growth in the demand for our services.

In 2024 we supported 189 people affected by dementia. Our services extend to carers and those who are supporting their loved ones.

We provide people living with dementia and their support networks with a variety of essential services and groups.

These include:
- Memory Café
- Singing
- Music and movement
- Arts and crafts
- Carers support
- Young-onset dementia support

Most of our services are over-subscribed. Throughout 2024 our memory cafés were regularly attended by more than 40 people.

We recognise that there is limited resource nearby for people affected by dementia. Our Garden Centre and Café provide a safe space for these people. Our services have had an amazing impact.





"Spadework is a lifesaver for us."

Jane, Dementia Carer

If we had more space available, we could provide more services.

While we are actively looking at ways to increase capacity to support the people who use and would like to use our services, we have stopped publicising our services.

One of the positive effects of offering our dementia services has been to enable more people to enjoy our five-acre site. This has contributed to a richer feeling of community. Our dementia service users rub shoulders with other members of the Spadework community in an accessible, safe and uplifting space.

We know that visiting our Garden Centre and Café is one of the most inclusive environments that can be experienced by a person affected by dementia.

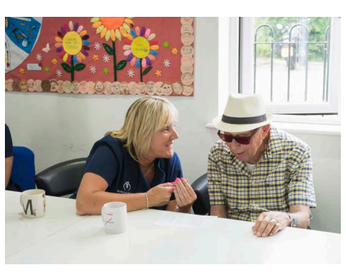
In 2024, reflecting the lives of the people who attend our dementia services, we introduced a Bereavement Group. This means that carers stay connected to Spadework not just while they are caring for a loved one, but also after their care role ends. They stay connected to Spadework throughout their journey.

The scope of our services

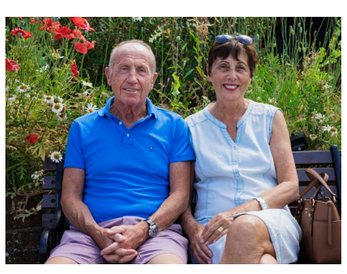
Total number of... ↓	Memory cafe	Music and movement	Singing	Young onset carers group	Carers support group (over 65)	Arts and Crafts group	Under 65s Peer Support Group	Bereavement group
Sessions	22	21	24	12	11	12	4	9
Attendances	621	287	429	96	117	36	50	35
Hours	44	31.5	36	24	22	24	8	18
People living with dementia supported	69	27	34	N/A	10	11	9	N/A
Carers supported	76	30	39	8	19	5	9	7
Individuals supported	145	57	73	8	29	16	18	7

Impact

You can find out more about the impact of our dementia services on pages 11-18 of our 2024 Impact Report. This is available to read and download on our website at www.spadework.org.uk or please call us on 01732 870002 for a printed copy.







spadework dementia services

Personal Story: Jane and Douglas

Jane and Douglas (not their real names) have been married for 59 years. They have no family living locally who can assist them.

Having been regular visitors to Spadework's café and garden centre, Jane and Douglas were pleased to find out about Spadework's dementia services following Douglas' diagnosis. They have been attending the service for 18 months.

"Since the pandemic I tend not to drive as far as I used to," said Jane, who is now the sole driver. "Coming to Spadework is quite easy. On a good day, it takes 10 minutes and there are no problems with parking."



Jane and Douglas are at Spadework most Mondays and Wednesdays and use most of the services that are provided. Douglas, who is 88, used to sing in a choir, so he particularly enjoys the singing group.

"Spadework is a life saver. Without it we wouldn't be doing very much during the week. In fact, we miss it at weekends because our family are not particularly near: with teenagers, they are very busy. The weekdays are better for us because of Spadework. I think that applies to a lot of other people who come here.

"When you think how Spadework has grown over the years, it's pretty amazing."

"We've made friends with quite a few of the people who come here. You gradually get to learn their names. The trainees go home as we arrive. They usually make cakes for the memory café and they're jolly good. I think the jam and coconut cake is made from one of the trainee's aunt's recipes!"

Spadework's carers services take place at the same time as the dementia services, offering short-term respite for carers.

Jane says since coming to Spadework she has learned more about dementia. She comes to the carers group while Douglas is at his sessions. For example, she did not know that people with dementia can lose their sense of taste and smell. "Douglas puts a lot of salt on his food and now I understand why," she said. She says it is also comforting to meet other people who are experiencing the same problems. Jane and Douglas are taking a UK holiday soon, something she had not really considered before. In talking to our dementia team, Jane realised it could be possible.



"We've made friends with quite a few of the people who come here."

Jane

Spadework is playing a key role in the lives of Jane and Douglas. "Otherwise we'd be sitting at home thinking what we'd do next," Jane said. "Because of Spadework we have something to do a couple of days a week. It's a very valuable resource for everyone. Spadework is a lifesaver for us."

spadework
learning disability services

Learning and other disability services

Our trainees are aged between 18 and 74 and have learning disabilities alongside other complex health needs such as autism, hearing or sight loss, cerebral palsy, mental health problems or acquired brain injuries.

We deliver a rolling eight-week cycle of activities for trainees that takes place on weekdays between 9am and 2.30pm.

Our trainees choose what activities they would like to take part in. Where appropriate our staff help them to make choices that will support them to achieve personal growth.

For example, a trainee may be hesitant to take part in lifeskills, but when they experience a new activity our trainees often tell us they are proud of what they have achieved.

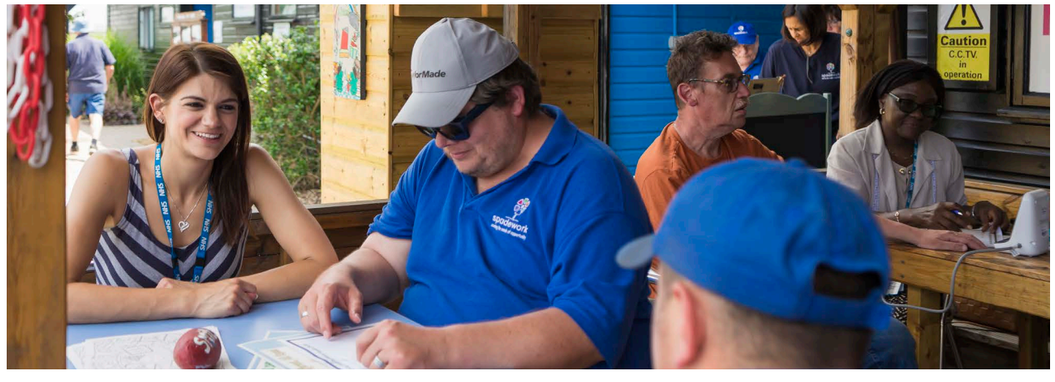
Internally we refer to these activities by the colour of the space where they take place

Most trainees visit Spadework one or two days a week. Around 46 trainees attend each weekday.

The average length of service is nine and a half years but the longest serving trainee has been with us for more than 37 years.

Trainee needs are complex, which means we have a high staff to trainee ratio. Most trainees can work independently in small groups, but some require one-to-one assistance throughout the day.

We believe passionately that adults with learning and other disabilities should not be held back from living a fulfilling life because of other people's perceptions about what they can and cannot do.



Impact

You can find out more about the impact of our learning disability services on pages 19-28 of our 2024 Impact Report. This is available to read and download on our website at www.spadework.org.uk or please call us on 01732 870002 for a printed copy.





Activities

Green (Horticulture)

Our five-acre site is in a rural location. Our trainees use their gardening skills to keep our site welcoming for visitors. They also plant seeds, tend plants and grow vegetables that in season are sold in the farm shop and used in our café. Our PYO pumpkin festival is one of the biggest fundraising events of the year and our trainees grow and harvest many of the pumpkins that are sold.

Orange, Purple and Blue (Lifeskills)

In the trainee kitchen our trainees learn and practise their cooking skills. They prepare dishes for themselves and cook items for sale to staff, volunteers and other trainees in the Tuck Shop. All the income generated by the Tuck Shop is re-invested in the Tuck Shop making it a true social enterprise. Other lifeskills include learning about making better food choices, the importance of regular exercise and relationships. At Christmas our trainees make food hampers that are sold on site and made for corporate clients and cook Christmas lunches for staff and volunteers.

Brown, Pink and Red (Creative)

There are so many different ways to be creative at Spadework, from woodwork to making a podcast, to writing and performing a play. Our trainees make seasonal decorations, bird boxes, bug hotels, even bigger items like garden benches. These are sold in the garden centre. Recently we have made crisp packet blankets which are then distributed to the homeless through charities like Gillingham Street Angels.

Trainee Council

Twice a year we hold elections in which eight trainees are elected by their fellow trainees to the Council. The ninth trainee is chosen by staff. The Council is consulted on matters affecting Spadework and represents the views of fellow trainees. In 2024 more trainees than ever put themselves forward for election and we changed the way we vote, to include a photo of the candidate. Trainee Council members wear their badges on site, so other trainees know who is representing them, to help shape their environment.

A Personal Story: Jack

Jack (not his real name) has been coming to Spadework since 2023.

He has worked in the bakery of a local supermarket, though his parents know that he found that difficult as the shop was unable to give him the support he needs.

Diagnosed with speech problems as a child, Jack is mostly non-verbal. When he neared 50, his autism was diagnosed. Post-pandemic, he was referred to Spadework by Kent County Council (KCC).

Jack's parents said that he has become more outgoing since coming to Spadework. "He now says more when he comes home," his mother Julie said. "He will tell us what he has been doing.

"At Spadework he meets different people all the time. He has made friends at Spadework."



Jack comes to Spadework twice a week. He enjoys being in the kitchen, but has also taken part in craft, woodwork and gardening.

Julie said: "He enjoys crafts. He makes things and brings them home to show us."

Although Jack prefers not to be around too many people at once, he did come to the 40th anniversary celebrations. He loved the music. Julie and his father Mark went to the carers group that took place at the same time as Spadefest (a special event with music and food held at Spadework for trainees) and they also enjoyed it.

Unknown to his parents, Jack has been using his love of music to hold regular quizzes for fellow trainees and members of staff at Spadework. One of our members of staff takes up the story. "It started when I sat beside him a few years ago and asked what music he was playing on his phone. He showed me on the phone. I asked him to play another one. I guessed what it was, and it developed from there.

"Then one week I would do the music and Jack had to guess. We counted points, just the two of us, but I started saying: 'I can't read that on the phone.' That was when Jack started saying the song title and artist. That's how it changed. "Now, each week he will play some songs to a group of trainees and staff and they guess the song. If they can't guess, Jack will tell them what it is. He teases it out of them, sometimes giggling! This becomes more conversational, when they guess wrong and he says 'no' and then eventually they get the answer correct or he will say what it is."

Even when the member of staff is absent on a Friday, Jack will start the game and other trainees gather round with interest.



"Spadework gives people the opportunity to find out things they didn't know about themselves, unlocking hidden abilities"

Julie, parent of a trainee

Jack's parents believe that it is the opportunity to experience other activities, as well as baking, that means he finds Spadework enjoyable. Julie said: "Spadework gives people the opportunity to find out things they didn't know about themselves, unlocking hidden abilities," she said. "I didn't know he could put together a quiz."

spadework carers services

Carers Services

We offer services to carers of people living with dementia and to parents and carers of adults with learning and other disabilities.

Carers of people living with dementia

Our carers support groups give carers of people living with dementia the opportunity to share their feelings, problems and concerns with others in the same situation. Our knowledgeable staff answer many of the questions that come up, provide reassurance and support the carers, many of whom have no other support network. Because we collaborate with other local organisations we can also make recommendations of where a specific need of a carer may be met.

Our carers support groups provide an opportunity for carers to share their experiences and to form friendships, safe in the knowledge their loved one is being supported and is still near to them.

Carers of people living with a learning disability

Our bi-monthly support groups for parents and carers of people with learning and other disabilities have become more popular.

Not only do we provide care and respite, but we provide a space for people to pause and reflect on their role, giving them time and space to breathe. Our groups also offer an opportunity to find out more about specific topics, like supported employment, advocacy and hospital health passports.

These groups are open to anyone who supports an adult with a learning disability, not just those who attend Spadework. In 2024 we supported 62 carers, up from 40 the previous year.

Carers information events

We host regular information events to bring local organisations together. These events enable people to find out more about all the dementia and learning disability services that are available. Bringing organisations together under one roof makes it easier for people to find out more, ask questions and to get feedback face-to-face.



"I attend a Carers meeting while Douglas comes to his group. It is comforting to meet other people with the same sorts of problems".

Jane, who cares for a person living with dementia

Impact

You can find out more about the impact of our carers services on pages 30-32 of our 2024 Impact Report. This is available to read and download on our website at www.spadework.org.uk or please call us on 01732 870002 for a printed copy.

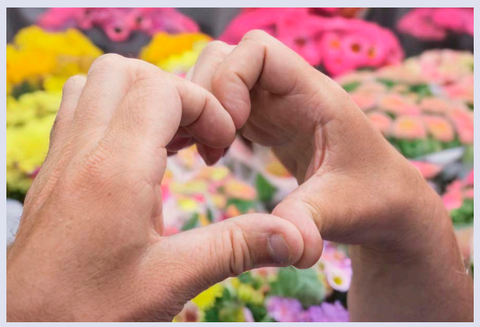
A Personal Story: Alison

Alison (not her real name) loves every minute of her time at Spadework. “When I turn off the road and park my car, seeing everything makes me feel good,” she says. “I feel the arms coming round, hugging me and giving me love. Honestly, I couldn’t praise this place more highly.”

Alison lives in Kings Hill and had been a frequent visitor to our Garden Centre and Café, but for three years she attended our dementia service with husband David. They had been married since 1969.

David, who had vascular dementia, passed away last summer. Since then, Alison has been attending our Carefree (Bereavement) Service. “Without Spadework the last few years would have been so much more difficult,” she said.

After David’s diagnosis, the couple were regular attendees at Spadework’s Memory Cafes, Singing and Music and Movement groups. What they liked about Spadework was the fact that the services are offered to couples. “I think my husband would have been more reluctant to come if he had been left somewhere and I had gone somewhere else,” Alison said.



“Through the carers groups I learned more about why my husband was talking more often about an old life,” Alison said. “Instead of saying he had not got the facts correct, I learned to go along with it. I understood the world he was in.”

The dementia groups appealed as they were small. “Everybody was in the same position,” Alison said.

Alison became friendly with one of the other carers, whose husband passed away three months before David. “She was the person who in talking about how she had celebrated her husband’s life after he passed away made me think about having a celebration of life a month after the funeral,” Alison said. “When we come here, we can talk about these things.”

Alison calls the Carefree group “a lifeline”. On bad days, she says, “you don’t have to say many things, just a couple of words, and you know what is meant by the look on the face. It’s so supportive, it’s unbelievable.

Alison says that even if she eventually stops attending the Carefree Group she will continue to visit Spadework. “I love it here,” she said. “I’ll still come here. I bring friends for coffee, I go to the Garden Centre, I’ll do that for ever. I don’t need to go anywhere else.”



“When I turn off the road as I park my car, I feel the arms coming round, hugging and giving me love.”

At a recent Carefree Group Alison heard about Spadework’s Scrapbooking Group, which is part of Spadework’s wellbeing service and is open to her. She would like to create a memory album. “We were married for 55 years and had never been on my own as an adult,” she said.

Alison is also planning to join Spadework’s Walking Group. “If I went anywhere else, I’d start from scratch. I don’t want that. I’m known here. I know what I’m facing here. It’s like coming home, arms around me.”

Alison brings many friends to Spadework. “It’s a charity and money doesn’t go into somebody’s pocket, it goes back to where it should be and that’s a good feeling too,” she said. “You’re supporting something good, all the other activities, the trainees. The whole philosophy behind Spadework is fantastic. That’s why I’m so enthusiastic.”

“One thing leads to another by coming here. A place like this is unique. What’s happening here is good. I can’t find fault with anything.”

Wellbeing Services

Four days a week, one of which is a Saturday, we host a range of wellbeing services for groups of people. These include;

- **Gardening**
- **Woodwork**
- **Walking**
- **Reading**
- **Sewing**

Most of our groups are weekly. They last for a couple of hours and include a hot drink and a slice of cake. People can join these groups independently or are referred through social prescribers and organisations that promote wellbeing like Involve and The Shaw Trust.

There has been a 100% increase in demand for our services. In 2023 we had 737 attendances and in 2024 this had risen to 1,474.

Our Woodwork for Wellbeing Groups which are held on Saturdays are very busy. We want to be here for the moments when people really need us. We know that for many reasons weekends can be a difficult time and few services operate outside of weekdays.

All of our services are inclusive and everyone is welcome. Feedback shows us that by coming to these groups people feel like they have a sense of purpose and can find their place in the community. This contributes to an increased wellbeing.

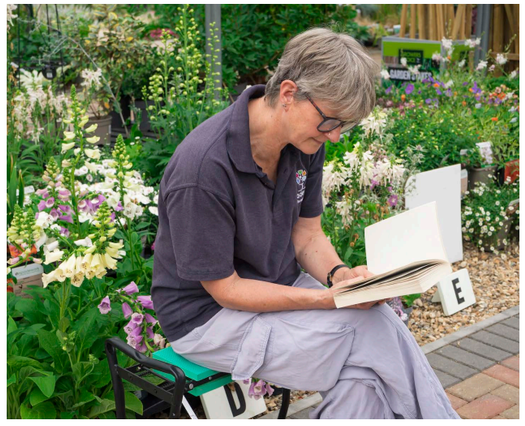


"We've had a year of stress, but we've got through it. Coming up here has been very supportive for that."

Attendee at sewing group

"If I'm not at Spadework I'm not very active. Coming to Spadework gives me a sense of purpose. If it wasn't for Spadework what would I be doing? I'd be doing nothing – and I don't want to be doing nothing."

Simon, Woodwork for Wellbeing





The scope of our services

Service	Number of sessions	Number of attendances	Number of hours attended
Gardening for Wellbeing	41	150	450
Woodwork for Wellbeing	44	655	1965
Sewing/Craft Group	48	258	516
Walking Group	50	339	678
Book Group	12	72	144
Total	195	1474	3753

Impact

You can find out more about the impact of our wellbeing services on pages 33-40 of our 2024 Impact Report. This is available to read and download on our website at www.spadework.org.uk or please call us on 01732 870002 for a printed copy.

spadework social enterprises
growing the seeds of opportunity

Social Enterprises

Our Café, Garden Centre Gift Shed and Farm Shop are open to the public seven days a week. Each day we welcome so many people, creating a friendly and joyful place.

Our Café serves a variety of hot food, light bites, cakes and hot and cold drinks. Our staff are keen to not only serve great food and drink in a welcoming environment, but they also know many of our customers by name and make the time to talk to them, especially if they are visiting on their own.

The Café is also a destination for local groups. You will often find a group of cyclists enjoying the space.

In 2024 we created a covered outdoor space near our café to increase the number of tables and to enable more people, like dog-walkers, to use the Café. It overlooks our Garden Centre and the Sensory Garden that was created and is used by our trainee and wellbeing groups.

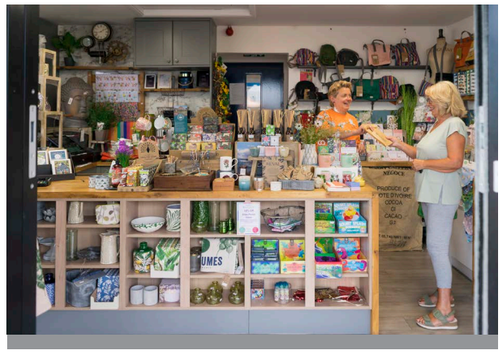
Our Garden Centre stocks not only a range of plants, shrubs and trees, but also garden accessories, making it a one-stop shop. Our friendly and knowledgeable staff are on hand to help customers. There's always someone to help a customer take their shopping to their car.

The Gift Shed, which opened in 2023, has proved to be very popular, as well as a useful source of income. Selling cards, candles, scarves and a range of beautiful gift items, it has given customers another reason to visit Spadework.

The Farm Shop stocks locally grown produce as well as some store cupboard items sourced from further afield. We are members of Produced in Kent and like to support local producers of food and drink. In season it is brimming with vegetables grown on site, and in the height of summer features cut flowers and bouquets made by our trainees. We collaborate with some of our suppliers to host fundraising events, like wine and spirit tastings, and talks from local producers.

In addition to generating income, the profits go back to support the charitable work we do. Our social enterprises also provide a place to display and sell items that are made on site, giving







Our social enterprises provide a wonderful way for the local community to interact with our charity

purpose to those activities. These activities also root us further in our local community. Our home-grown and made confetti has been thrown at many a local wedding! In 2024 our trainees made more than 300 hampers for local businesses. A business on Kings Hill has several benches in their garden that were made in Woodwork.

Our log delivery and stacking service continues to be very popular. All of our staff, trainees and volunteers work hard to ensure it's easy for customers to order logs and to get them delivered as quickly as possible. In 2024 we were busier than ever.

All of our customers are invited to become a 'Friend of Spadework'. We offer special discounts on selected items for sale in the social enterprises. Our regular newsletter keeps people aware of how they are making a difference to the lives of people by supporting our social enterprises. It was launched in the spring of 2024 and by the end of the year nearly 3,000 people had signed up.

Not only do our social enterprises generate income but they are also an intrinsic part of Spadework. They help to create a vibrant community that people want to be part of by engaging with a wide range of people.

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Sustainability

We are committed to becoming a net-zero organisation by 2050 or before. We have been working with a Decarbonisation Adviser since 2021 to identify how we can make this happen and to monitor our progress.

We were delighted to be awarded a Wilder Kent Gold award for the second year running. This reflects our ongoing efforts to make Spadework more friendly for wildlife and more climate-resilient. We are fortunate to access bore water from LJ Betts' Farm adjacent to our site. We use several rainwater harvesters. Our expansive composting system measures 25 metres.

In 2024 we installed two electric vehicle chargers on site. These are the first chargers for our community and were made possible by a grant from Tonbridge and Malling Borough Council Rural Grant Scheme. We are fortunate to have been given several battery- operated mowers and hedge-trimmers.
In 2024 we increased our re-cycling efforts. Not only do we, for example, use pallet wood for our



woodworking activities, and upcycle items of old furniture in woodwork or fabric in craft, but we also have started site-wide recycling for metal and food waste.

We try to route our deliveries in as fuel-efficient way as possible. We continue to look for ways to reduce our carbon footprint, using local suppliers where possible for our social enterprises.



Awards 2024

In 2023 we were proud to be named Kent Charity of the Year. In 2024 we hosted the launch of the Kent Charity Awards, helping to shine a light on the work of the whole sector.

We were delighted to be recognised for the following:

- **Third Sector Awards (National Awards)**
  - ~ Charity of the Year - Highly Commended
  - ~ Charity Leader of the Year - Highly Commended (Kris Healey)
- **Charity Times Awards (National Awards)**
  - ~ Sustainable Charity of the Year (finalist)
  - ~ Chief Executive of the Year finalist (Kris Healey)
- **National Care Awards**
  - ~ Ancillary Worker of the Year - Highly Commended (Ashleigh Smith)
- **Taste of Kent Awards**
  - ~ Café/ Coffee Shop /Tearoom of the Year - Silver
  - ~ Kent Community of the Year - Bronze
- **Wilder Kent Awards** - Gold
- **Kent Mental Wellbeing Awards** - Highly Commended





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Fundraising



This has been a challenging year. We experienced an increasing reliance on our social enterprises income, grants and donations to support our running costs, as well as for capital projects. Running costs have increased because of rising living costs, increased employer's national insurance contributions and recruitment of more care staff to meet the demand for our services.

We are grateful to the following organisations for their support:
The Cobtree Charity Trust, Nationwide Community Fund, Cala Homes Community Pledge, Tesco Stronger Starts, Kent Community Foundation working with The High Hilden Fund, Green Family Fund and the Gatwick Foundation, The National Lottery Community Fund, The Foyle Foundation, The Hollands Warren Fund, The Age UK Dementia & Me Innovation Fund.

Tonbridge & Malling Borough Council Rural Grant Scheme part-funded our trainee kitchen and wholly funded our EV chargers.

Our lead corporate partner, Fernham Homes, has been supporting us for two years. In 2024, Managing Director Sean Ellis and his team supported us in many ways. Fairdeal Windows have also helped us with several specific requests, like our Easter Egg Hunt.

We are grateful to the local businesses that support us, particularly through October and our PYO Pumpkin event: Amey, Banijay Entertainment, Cala Homes, Commercial Services Group, Cantium, Fidelity, Howdens Insurance, Logistics UK, MHA, Marsh, MidKent College, Rolex, Seasalt Sevenoaks, SUEZ, Tyl by NatWest, Unigloves, Westfalia. New Wave Electrical, A & N Plumbing and Kent Cabin Craft Company have been instrumental in on-site projects.

Our thanks also to the many individuals, community organisations, schools and special interest groups that invite us to give talks and visit us.

Local support has come from Offham Parish Council, the Offham Society, the Offham Village Hall Committee and many people in Offham Village.

Our patrons have been active helping us in 2024.

We are fortunate to have the support of our trainees, their parents and carers, beneficiaries of our dementia and wellbeing services and everyone who visits our Café, Farm Shop and Garden Centre, or attends one of our events or volunteers their time with us. We feel like we are one big family!

Thank you.

Volunteers

Our Amazing Volunteers

In 2024 we were grateful for the support of 43 volunteers, who spent their time and energy across Spadework.

Location	Number of volunteers
Dementia Services	10
Learning Disability Services	16
Wellbeing Services	3
Café, Farm Shop, Garden Centre	13
Main Office	1

They provided 4,908 hours of volunteering, with an estimated value of £65,080.

Our volunteers come from all walks of life to share their skills with us. Several have been coming regularly for many years. They provide vital assistance in terms of helping us to keep our five-acre site productive and attractive. Our trainees enjoy interacting with them.

Many of the volunteers in our dementia services have their own experience of dementia. Their compassion and understanding ensures that we can provide all our beneficiaries and their carers with a high-quality person-centred service.

If you are reading this and would like to volunteer, please get in touch we would love to hear from you.

Corporate Volunteers

This year 216 people provided 826 hours of help, mostly assisting with our PYO Pumpkin Event, which is one of our biggest fundraisers. Groups have also helped us to paint the exterior of some of our wooden buildings. Their help is vital to our operations.



Meet Jill



Jill has been volunteering at Spadework for nearly three years. Every Tuesday she volunteers in the Pink Room. Jill helps the Trainees with a variety of craft projects, making items like the hundreds of metres of bunting that we use for our special Spadework events.

Having seen Spadework grow over the years, Jill said, “It’s beautiful to be part of that. I have seven grandchildren so I’m busy, but I’ll always find time for Spadework.”

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Celebrating 40 years

15 trainees entered our Spadework's Got Talent Competition

In 2024 we celebrated our 40th anniversary. Spadework was founded in 1984 by two parents who had children of school-leaving age for whom there were few employment prospects and few further education opportunities. They set up a mobile gardening service for people in the Tonbridge area 40 years later. Although we no longer maintain external gardens, Spadework is a vibrant charity with community at its heart. We were proud to share our story.

Here's how we were all involved in celebrating this milestone:

1 spadework sowing the seeds of opportunity

At the start of the year, we released our special logo to announce that we were 40!



In the first three months of the year our Trainee Council helped us shape our plans.



Reviewing our archive of photos and talking to patron George Harvey, we mapped out our history



Making bunting, cakes, cards, and gifts, sending out invitations, we got ready to celebrate



On June 8–14 we hosted visitors for special teas and tours and held a Summer Fair



On June 16 our trainees, staff and volunteers came together for "Spadefest" an event with live music, dancing and a BBQ

Benefit to the charity

- A project that brought together beneficiaries, staff and volunteers.
- An opportunity to increase the reach and profile of our charity.
- Staff and volunteers were engaged and involved.
- We spread joy in the community.
- Launched our Friends of Spadework scheme.
- With our Memorial Garden and Memory Tree, we made people aware of how they could use Spadework to remember their loved ones.

Aligned with our values

Inclusion	We created events that everyone could enjoy
Belonging	Our year brought many people together, people who have supported Spadework past and present
Community	We involved our community as we planned and as we celebrated
Collaboration	We partnered with organisations like Square Pegs Arts who we worked with to produce a play
Purpose	We got Spadework's range of services on the radar of more people
Integrity	We reviewed our 40 years with an eye on the future.

On 15 June, BBC Radio Kent broadcast live for 4 hours from Spadework





Our celebrations brought together people from across our history



A Message from our CEO



At Spadework, our focus has always been on fostering inclusion and belonging by empowering individuals, strengthening community, and enhancing wellbeing. We achieve this by building confidence and providing outstanding care for people with a wide range of needs, including those living with dementia, adults with learning and other disabilities, adults facing challenges with their mental health, and those who are carers or experiencing bereavement. Our commitment is to the whole journey, not just one moment in time, but for as long as we are needed.

Demand for our services continues to grow, and with it, the urgency to adapt and create more space to meet the needs of those we serve. That is why a major focus has been the development of our plans for our very own Dementia and Wellbeing Hub on our site in Offham, building on 40 years of commitment to supporting local people. More space means more impact, but this is not just about a building.

This building is not just bricks, it is a promise. A promise that we will stand by people through every stage of life. Not just when it is convenient. Not just when it is easy. Always. It is for people living with dementia, who need to feel safe, seen, and surrounded by kindness. It is for adults with learning disabilities who find belonging, community, and joy at Spadework. It is for the carers who give their love and energy every day.

It is for those facing the weight of bereavement and loneliness, and for the generations of families who have made memories here.

This is us standing up for what our community needs, because when someone brings their family to Spadework, we make a promise to be there for them too, not just in joy, but in sorrow, in exhaustion, in love, and in loss, in a world that so often turns away when needs become complex or when people grow older. Spadework chooses to stay, to care, and to do more. And when the caring ends, the door stays open, because our promise is to the person, not just their circumstances.

The progress we have made this year has been built on the dedication of our trustees, staff, volunteers, and supporters. Together, we are laying the building bricks of a stronger Spadework, grounded in belonging, community, and inclusion, one that will continue to adapt, grow, and make a difference in the lives of those we serve today, and for generations to come.

As we look to the year ahead, we do so with deep gratitude for everyone who shares in our mission. Your belief in what we do makes this promise possible, and together we will keep building a future grounded in belonging, community, and inclusion. It is the promise we have kept for 40 years and will keep for the future, to stand alongside the people who need us, in every season of life, for as long as we are needed.

Kris Healey

Kris Healey CEO
September 2025





Treasurer's Report 2024
Introduction

As Treasurer of Spadework, I am pleased to present an overview of our financial performance for the year ending 31st December 2024. The consolidated Group income and expenditure, as outlined in our Statement of Financial Activities (SOFA), demonstrate a strong and stable financial position. However, these figures include both the charitable activity of Spadework Limited and the commercial operations of our trading subsidiary, Spadework Social Enterprises CIC. While the SOFA provides a comprehensive picture, it is important to remember that it does not separate the charity's core delivery from the commercial income that underpins it.

Financial Overview of Charitable Activities

Our charitable activities generated a total income of £1,992,434 (see table below), including a vital management recharge of £640,660 from our CIC, Spadework Social Enterprises. This reflects the ongoing importance of our trading operations in sustaining our charitable mission. A further £170,018 was received as a gift-aided donation from the CIC, based on profits generated in the previous financial year (2023). This was an important contributor to our overall charity surplus of £234,643 in 2024. However, it is important to note that the CIC's current-year profits are significantly lower, and therefore any gift-aided contribution to the charity in 2025 will reduce. This underlines the importance of growing our other income streams – especially donations, grants, and commissioned services – to ensure our continued financial resilience.

Donations in 2024 totalled £290,741 and continue to be a lifeline in enabling us to deliver care and activities that go far beyond what statutory funding can cover. Meanwhile, our charitable expenditure stood at £1,757,791. Without the generous support of donors, our position would have been a deficit of £56,098, further highlighting the structural gap between our income from statutory sources and the actual cost of delivering high-quality care and support.

Charity income consists of:	Donations and legacies	£	290,741
	Charitable activities	£	884,177
	Other trading	£	6,304
	Bank interest	£	534
	CIC management recharge	£	640,660
	CIC gift aided profit from 2023	£	170,018
	Trivial amount allocated to food	£	98
		£	1,992,434
	Less charitable expenditure	£	(1,757,791)
	Charity surplus	£	234,643

Ongoing Challenges and the Role of the CIC

This year's strong financial result reflects the hard work of our teams across the whole organisation and the ongoing contribution of our commercial operations. However, the underlying pressures remain. Funding from statutory bodies still falls short of the true cost of providing care and support to each person who attends Spadework. We continue to rely heavily on both our CIC and our generous donors to close this gap.

We remain in regular contact with commissioners to advocate for funding arrangements that better reflect the real cost of delivering care. These conversations are ongoing and collaborative, and we are optimistic that continued engagement will help to shape a more sustainable funding environment in the future.

Looking Ahead

As we mark Spadework's 40th year, we are proud to report not only a sound financial position but also a growing reach and impact. The surplus generated this year will allow us to build our reserves, strengthen our infrastructure, and prepare for our next major chapter – including plans for a purpose-built Dementia and Wellbeing Hub that will extend our support to even more people in the years ahead. On behalf of the Board, I extend sincere thanks to all staff, volunteers, donors, partners, and customers who make our work possible. Together, we are building a sustainable, values-driven organisation that helps people to be more independent, feel less isolated, and live happier, healthier, and more fulfilling lives.



Tony Young
September 2025

Trustees' report (continued)
For the year ended 31 December 2024

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

At 31 December 2024, Spadework's free reserves totalled £197,242 (2023: £125,827), calculated as unrestricted funds excluding designated funds and tangible fixed assets. The Trustees have reviewed the charity's risk profile and financial exposure and agreed an updated reserves target of £300,000. This reflects a prudent level sufficient to cover approximately two to three months of core staffing costs and to safeguard the organisation against a range of potential risks.

These include but are not limited to:

- A sudden loss of commercial income due to external factors such as road closures, severe weather events, rising utility or supply chain costs, or reduced footfall linked to the cost-of-living crisis
- Unexpected disruption to income generated by social enterprises such as the Garden Centre, Café, and Farm Shop
- Changes to or loss of statutory funding, particularly our largest contract with Kent County Council, which is currently due to end in October 2026 (with two possible two-year extensions thereafter). Early indications suggest this contract will be extended, but Trustees continue to monitor developments closely
- Emergency property repairs or urgent capital requirements
- Short-term cash flow or working capital requirements

The updated reserves policy is designed to support the charity's ability to continue delivering services without interruption during periods of uncertainty, while safeguarding the long-term sustainability of the organisation. Although current free reserves remain below this new target, the Trustees are committed to building up the level of reserves in future years.

To support this, the charity continues to review its cost base, seek efficiencies, and actively fundraise across a range of income streams. Spadework's trading subsidiary, Spadework Social Enterprises CIC, also plays a vital role in generating unrestricted income to support our charitable objectives. Surpluses generated by the CIC are reinvested into the charity's unrestricted funds where possible, supporting our reserves growth and wider mission.

The reserves policy will be reviewed annually as part of the charity's wider risk management process to ensure that it remains aligned with Spadework's financial position, operating environment, and strategic objectives.

General reserves at 31 December 2024 amounted to £197,242 (2023: £125,827), designated funds totalled £969,899 (2023: £963,777) and restricted funds were £80,450 (2023: £52,995) giving total funds of £1,247,591 (2023: £1,142,599).

At 31 December 2024 net current assets totalled £395,165 (2023: £302,551).

Trustees' report (continued)
For the year ended 31 December 2024

Structure, governance and management

a. Company status

Spadework Limited is registered as a charitable company limited by guarantee with no share capital. The company was incorporated on 30 May 1984 and is governed by its Memorandum of Association. It has one wholly owned trading subsidiary, Spadework Social Enterprises CIC, which undertakes commercial activities in support of the charity's objectives.

b. Governance and internal control

The Board of Trustees is responsible for selecting and recruiting suitably skilled Trustees. One third of the Trustees retire from office at each Annual General Meeting. A retiring trustee is eligible for re-election, and there is no limit on the number of times a trustee may be re-elected.

c. Pay policy for key management personnel

The Board of Trustees is responsible for setting the pay and remuneration of key management personnel, including the Chief Executive and Heads of Department. Salaries are determined with reference to benchmark data across the third sector, public sector, and, where appropriate, comparable roles in the private sector. In setting pay, the Board ensures that salaries reflect the level of responsibility, required qualifications, and specialist skills necessary to deliver Spadework's charitable objectives and support the effective governance of both the charity and its trading subsidiary. Remuneration decisions are guided by the need to recruit and retain experienced leaders who align with the charity's mission, values, and commitment to financial stewardship.

d. Risk management

The Trustees have assessed the major risks to which the charity is exposed and, in particular, those related to the operations and finances of the charity. They are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

The Trustees have developed a formal risk management process to assess business risks and implement risk management strategies. This involves reviewing the risks the charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks in line with a risk profile accepted by the board.

The most significant risk facing the charity is a reduction in our funding. A reduction in income would impact on the charity's ability to continue to operate. In terms of mitigating the risk, we strive to ensure that the income derived from our Day Opportunity Services and other supporting activities are maximised and that we are working towards identifying new funding streams.

Basis for preparation of accounts

The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019). Since the group and the Charity qualify as small under section 383 of the Companies Act 2006, the Group strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Spadework Limited
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 December 2024

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Charity 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).

Company law requires the Trustees to prepare financial statements for each financial year . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

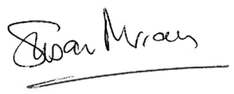
Trustees' report (continued)
For the year ended 31 December 2024

Disclosure of information to auditor (continued)

Auditor

The auditor, Kreston Reeves LLP, has indicated its willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Sue Murray
Chair
Date: 4 September 2025

Independent auditor's report to the Members of Spadework Limited

Opinion

We have audited the financial statements of Spadework Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2024 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, 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 Group's and of the parent charitable company's affairs as at 31 December 2024 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent 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 other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our 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 Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent 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

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent 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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Spadework Limited
(A company limited by guarantee)

Independent auditor's report to the Members of Spadework Limited (continued)

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:

Capability of the audit in detecting irregularities, including fraud

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the group and charitable sector generally, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to safeguarding, health and safety, antibribery and employment law. We considered the extent to which noncompliance 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, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of noncompliance throughout the audit. 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 increase revenue or reduce expenditure and management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations and fraud; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud; and
- Conducting interviews with appropriate personnel to gain further insight into the control systems implemented, and the risk of irregularity; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant regulatory authorities; and
- Physical inspection of tangible assets susceptible to fraud or irregularity; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud.

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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in my Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of my Auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kreston Reeves LLP

Samantha Rouse FCCA DChA (Senior statutory auditor)
for and on behalf of
Kreston Reeves LLP
Chartered Accountants
Statutory Auditor
Chatham Maritime

Date: 5 September 2025

Spadework Limited

(A company limited by guarantee)

Consolidated Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 December 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	3	**102,548**	**188,193**	**290,741**	278,967
Charitable activities	4	**884,177**	**-**	**884,177**	642,439
Other trading activities	5	**1,349,607**	**-**	**1,349,607**	1,258,915
Investments	6	**534**	**-**	**534**	673
Total income		**2,336,866**	**188,193**	**2,525,059**	2,180,994
Expenditure on:					
Raising funds		**101,799**	**-**	**101,799**	81,405
Charitable activities	8	**2,157,530**	**160,738**	**2,318,268**	1,967,789
Total expenditure		**2,259,329**	**160,738**	**2,420,067**	2,049,194
Net movement in funds		**77,537**	**27,455**	**104,992**	131,800
Reconciliation of funds:					
Total funds brought forward		**1,089,604**	**52,995**	**1,142,599**	1,010,799
Net movement in funds		**77,537**	**27,455**	**104,992**	131,800
Total funds carried forward		**1,167,141**	**80,450**	**1,247,591**	1,142,599

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 48 to 65 form part of these financial statements.

Spadework Limited

(A company limited by guarantee)
Registered number: 1820460

Consolidated balance sheet
As at 31 December 2024

	Note		2024 £		2023 £
Fixed assets					
Tangible assets	11		**969,899**		963,777
			969,899		963,777
Current assets					
Stocks	13	**203,000**		139,976	
Debtors	14	**437,284**		195,796	
Cash at bank and in hand		**75,722**		166,778	
		716,006		502,550	
Creditors: amounts falling due within one year	15	**(320,841)**		(199,999)	
Net current assets			**395,165**		302,551
Total assets less current liabilities			**1,365,064**		1,266,328
Creditors: amounts falling due after more than one year	16		**(117,473)**		(123,729)
Total net assets			**1,247,591**		1,142,599
Charity funds					
Restricted funds	17		**80,450**		52,995
Unrestricted funds	17		**1,167,141**		1,089,604
Total funds			**1,247,591**		1,142,599

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The notes on pages 48 to 65 form part of these financial statements.

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

Sue Murray
Chair
Date: 4 September 2025

Tony Young
Treasurer
Date: 4 September 2025

Spadework Limited
(A company limited by guarantee)
Registered number: 1820460

Charity balance sheet
As at 31 December 2024

	Note		2024 £		2023 £
Fixed assets					
Tangible assets	11		**969,899**		963,777
Investments	12		**1**		1
			969,900		963,778
Current assets					
Stocks	13	**30,838**		21,673	
Debtors	14	**428,367**		129,397	
Cash at bank and in hand		**71,219**		164,277	
		530,424		315,347	
Creditors: amounts falling due within one year	15	**(175,627)**		(182,815)	
Net current assets			**354,797**		132,532
Total assets less current liabilities			**1,324,697**		1,096,310
Creditors: amounts falling due after more than one year	16		**(117,473)**		(123,729)
Total net assets			**1,207,224**		972,581
Charity funds					
Restricted funds	17		**80,450**		52,995
Unrestricted funds	17		**1,126,774**		919,586
Total funds			**1,207,224**		972,581

The Charity's net movement in funds for the year was £234,643 (2023 - £14,628).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The notes on pages 48 to 65 form part of these financial statements.

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

Sue Murray
Chair
Date: 4 September 2025

Tony Young
Treasurer
Date: 4 September 2025

Spadework Limited
(A company limited by guarantee)

Consolidated statement of cash flows
For the year ended 31 December 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in operating activities	20	**(3,332)**	169,595
Cash flows from investing activities			
Fixed Asset Additions		**(81,468)**	(66,483)
Net cash used in investing activities		**(81,468)**	(66,483)
Cash flows from financing activities			
Repayments of borrowing		**(6,256)**	(5,873)
Net cash used in financing activities		**(6,256)**	(5,873)
Change in cash and cash equivalents in the year		**(91,056)**	97,239
Cash and cash equivalents at the beginning of the year		**166,778**	69,539
Cash and cash equivalents at the end of the year	21	**75,722**	166,778

The notes on pages 48 to 65 form part of these financial statements.

Notes to the financial statements
For the year ended 31 December 2024

1. General information

Spadework Limited is a company limited by guarantee in the United Kingdom. In the event of the Charitable Company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charitable Company. The address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charitable Company's operations and principal activities are set out on page 2.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Spadework Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 Income

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

Grants are included in the Consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2024

2. Accounting policies (continued)

2.3 Expenditure

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

2.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.5 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold land	- Not depreciated
Site improvements	- 5% straight line
Buildings	- 5% straight line
Motor vehicles	- 25% reducing balance
Fixtures and fittings	- Various rates depending on the estimated useful life of the asset

2.7 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2. Accounting policies (continued)

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.9 Debtors

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

2.10 Cash at bank and in hand

Cash at bank and 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.

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.12 Financial instruments

The Group 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Operating leases

Rentals paid under operating leases are charged to the Consolidated statement of financial activities on a straight line basis over the lease term.

2.14 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2024

3. Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	**Total funds 2024 £**	Total funds 2023 £
Donations	102,548	188,193	**290,741**	252,749
Legacies	-	-	**-**	26,218
	102,548	188,193	**290,741**	278,967
Total 2023	144,134	134,833	278,967	

4. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Charitable activities	884,177	**884,177**	642,439
Total 2023	642,439	642,439	

Charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Other activities	39,593	**39,593**	31,456
Sponsorship - Kent County Council	619,394	**619,394**	418,548
Sponsorship - Medway Council	38,804	**38,804**	32,452
Sponsorship - Private	186,386	**186,386**	159,983
	884,177	**884,177**	642,439
Total 2023	642,439	642,439	

5. Income from other trading activities

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Garden Centre	558,941	**558,941**	516,915
The Food Shed Café	438,450	**438,450**	387,459
Farm shop	157,857	**157,857**	158,215
Logs	113,889	**113,889**	124,518
Pumpkins	80,470	**80,470**	71,808
	1,349,607	**1,349,607**	1,258,915
Total 2023	1,258,915	1,258,915	

6. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Bank interest	534	**534**	673
Total 2023	673	673	

7. Costs on raising funds

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Fundraising events	10,994	**10,994**	27,302
Total 2023	27,302	27,302	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2024 £	Restricted funds 2024 £	**Total 2024 £**	Total 2023 £
Charitable activities	2,157,530	160,738	**2,318,268**	1,967,789
Total 2023	1,862,842	104,947	1,967,789	

Charitable activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	**Total funds 2024 £**	Total funds 2023 £
Other staff costs	12,436	-	**12,436**	12,870
Vehicle costs	23,538	-	**23,538**	14,653
Office costs	135,602	-	**135,602**	115,929
Professional costs	66,198	-	**66,198**	42,255
Site costs	158,478	14,382	**172,860**	149,424
Bank interest	7,937	-	**7,937**	9,004
Stock purchases	575,075	-	**575,075**	556,547
Training Allowance	7,264	16,658	**23,922**	4,008
Auditors' remuneration	12,940	-	**12,940**	12,200
Wages and salaries	983,193	118,427	**1,101,620**	877,116
National insurance	74,184	-	**74,184**	54,569
Pension costs	25,339	-	**25,339**	19,748
Depreciation	75,346	-	**75,346**	85,766
Restricted expenditure	-	11,271	**11,271**	13,701
	2,157,530	160,738	**2,318,268**	1,967,790
Total 2023	1,862,843	104,947	1,967,790	

9. Staff costs

	Group 2024 £	Group 2023 £	**Charity 2024 £**	Charity 2023 £
Wages and salaries	**1,101,620**	877,116	**1,101,620**	877,116
Social security costs	**74,184**	54,569	**74,184**	54,569
Contribution to defined contribution pension schemes	**25,339**	19,748	**25,339**	19,748
	1,201,143	951,433	**1,201,143**	951,433

9. Staff costs (continued)

The average number of persons employed by the Charity during the year was as follows:

	Group 2024 No.	Group 2023 No.	**Charity 2024 No.**	Charity 2023 No.
Support Workers	**19**	14	**19**	14
Administrator	**8**	7	**8**	7
Managers	**4**	6	**4**	6
Weekend Staff	**6**	14	**6**	14
CIC	**36**	23	**36**	23
	73	64	**73**	64

The average headcount expressed as full-time equivalents was:

	Group 2024 No.	Group 2023 No.	**Charity 2024 No.**	Charity 2023 No.
Support Workers	**11**	8	**11**	8
Administrators	**5**	2	**5**	2
Managers	**3**	2	**3**	2
Weekend Staff	**1**	5	**-**	-
CIC	**22**	12	**-**	-
	42	29	**19**	12

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

	Group 2024 No.	Group 2023 No.
In the band £90,001 - £100,000	**1**	1

During the year the charity's key management personnel received employee benefits (as defined by Charities SORP FRS 102) of £412,424 (2023: £366,760), including employer's national insurance contributions of £40,897 (2023: £31,612) and employer's pension contributions of £11,627 (2023: £9,020).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 December 2024, no Trustee expenses have been incurred (2023 - £NIL).

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2024

11. Tangible fixed assets

Group and Charity

	Freehold property £	**Motor vehicles £**	**Fixtures and fittings £**	**Total £**
Cost or valuation				
At 1 January 2024	**1,583,264**	**57,407**	**125,731**	**1,766,402**
Additions	**76,350**	**-**	**5,118**	**81,468**
At 31 December 2024	**1,659,614**	**57,407**	**130,849**	**1,847,870**
Depreciation				
At 1 January 2024	**662,190**	**34,560**	**105,875**	**802,625**
Charge for the year	**57,527**	**5,712**	**12,107**	**75,346**
At 31 December 2024	**719,717**	**40,272**	**117,982**	**877,971**
Net book value				
At 31 December 2024	**939,897**	**17,135**	**12,867**	**969,899**
At 31 December 2023	921,074	22,847	19,856	963,777

12. Fixed asset investments

Charity	Investments in subsidiary companies £
Cost or valuation	
At 1 January 2024	**1**
At 31 December 2024	**1**
Net book value	
At 31 December 2024	**1**
At 31 December 2023	1

13. Stocks

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Closing stock	**203,000**	139,976	**30,838**	21,673

14. Debtors

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Due within one year				
Trade debtors	**218,784**	97,841	**209,867**	89,853
Other debtors	**137,802**	84,629	**137,802**	26,218
Prepayments and accrued income	**80,698**	13,326	**80,698**	13,326
	437,284	195,796	**428,367**	129,397

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2024

15. Creditors: Amounts falling due within one year

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Bank loans	**5,506**	5,506	**5,506**	5,506
Trade creditors	**124,694**	64,242	**32,710**	33,858
Amounts owed to group undertakings	**-**	-	**66,542**	13,200
Other taxation and social security	**171,384**	91,057	**51,612**	91,057
Other creditors	**5,447**	4,447	**5,447**	4,447
Accruals	**13,810**	34,747	**13,810**	34,747
	320,841	199,999	**175,627**	182,815

16. Creditors: Amounts falling due after more than one year

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Bank loans	**117,473**	123,729	**117,473**	123,729

Included within the above are amounts falling due as follows:

Between two and five years				
Bank loans	**22,024**	22,024	**22,024**	22,024
Over five years				
Bank loans	**95,449**	101,705	**95,449**	101,705

Included in creditors is a loan from Natwest Bank, payable over 10 years at a fixed rate of 6.23% pa over the Bank's base rate. During the fixed rate period monthly instalments of £1,175.45 will be payable, with the balance of the loan being due as a final instalment.

Notes to the financial statements
For the year ended 31 December 2024

17. Statement of funds

Statement of funds - current year

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2024 £
Designated funds					
Fixed Asset Fund	**963,777**	**-**	**(75,346)**	**81,468**	**969,899**
General funds					
General Fund	**125,827**	**2,336,866**	**(2,183,983)**	**(81,468)**	**197,242**
Total Unrestricted funds	**1,089,604**	**2,336,866**	**(2,259,329)**	**-**	**1,167,141**
Restricted funds					
National Lottery	**-**	**74,605**	**(74,605)**	**-**	**-**
Other Restricted Funds	**52,995**	**113,588**	**(86,133)**	**-**	**80,450**
	52,995	**188,193**	**(160,738)**	**-**	**80,450**
Total of funds	**1,142,599**	**2,525,059**	**(2,420,067)**	**-**	**1,247,591**

Notes to the financial statements
For the year ended 31 December 2024

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 January 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2023 £
Designated funds					
Fixed Asset Fund	981,951	-	-	(18,174)	963,777
General funds					
General Fund	5,739	2,046,161	(1,944,247)	18,174	125,827
Total Unrestricted funds	987,690	2,046,161	(1,944,247)	-	1,089,604
Restricted funds					
Buildings Fund	1,109	-	(1,109)	-	-
National Lottery	-	74,606	(74,606)	-	-
Other Restricted Funds	22,000	60,227	(29,232)	-	52,995
	23,109	134,833	(104,947)	-	52,995
Total of funds	1,010,799	2,180,994	(2,049,194)	-	1,142,599

The designated **Fixed Asset Fund** represents the net book value of the charity's fixed assets, excluding the value of the restricted Buildings Fund.

The restricted **Buildings Fund** accounts for 'lottery' grants from the Community Fund, expended on buildings and equipment. In accordance with the terms of those grant, there are restrictions on use of those assets which can apply for anything up to 80 years. Accordingly, transfers are made so that the balance on this fund is equal to the net book value of the buildings and equipment to which such restrictions apply.

The restricted **National Lottery Fund** relates to grants received from the National Lottery for various works to make improvements to the Charity's premises.

Other restricted funds relate to immaterial grants and donations received from various organisations or individuals for specific projects.

Transfers out of restricted funds during the year relate to the purchase of capital assets, in accordance with the terms of the restricted grant, and have been transfered to the Charity's designated fixed asset fund as the terms of the restriction have now lapsed.

18. Summary of funds

Summary of funds - current year

	Balance at 1 January 2024 £	**Income £**	**Expenditure £**	**Transfers in/out £**	**Balance at 31 December 2024 £**
Designated funds	**963,777**	**-**	**(75,346)**	**81,468**	**969,899**
General funds	**125,827**	**2,336,866**	**(2,183,983)**	**(81,468)**	**197,242**
Restricted funds	**52,995**	**188,193**	**(160,738)**	**-**	**80,450**
	1,142,599	**2,525,059**	**(2,420,067)**	**-**	**1,247,591**

Summary of funds - prior year

	Balance at 1 January 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2023 £
Designated funds	981,951	-	-	(18,174)	963,777
General funds	5,739	2,046,161	(1,944,247)	18,174	125,827
Restricted funds	23,109	134,833	(104,947)	-	52,995
	1,010,799	2,180,994	(2,049,194)	-	1,142,599

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2024

19. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	**Restricted funds 2024 £**	**Total funds 2024 £**
Tangible fixed assets	969,899	-	**969,899**
Current assets	635,556	80,450	**716,006**
Creditors due within one year	(320,841)	-	**(320,841)**
Creditors due in more than one year	(117,473)	-	**(117,473)**
Total	1,167,141	80,450	**1,247,591**

Analysis of net assets between funds - prior period

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	963,777	-	963,777
Current assets	449,555	52,995	502,550
Creditors due within one year	(199,999)	-	(199,999)
Creditors due in more than one year	(123,729)	-	(123,729)
Total	1,089,604	52,995	1,142,599

20. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2024 £	Group 2023 £
Net income for the period (as per Statement of Financial Activities)	**104,992**	131,800
Adjustments for:		
Depreciation charges	**75,346**	85,766
(Increase)/decrease in stocks	**(63,024)**	(19,196)
(Decrease) in debtors	**(241,488)**	(48,205)
Increase in creditors	**120,842**	19,430
Net cash provided by/(used in) operating activities	**(3,332)**	169,595

21. Analysis of cash and cash equivalents

	Group 2024 £	Group 2023 £
Cash in hand	**75,722**	166,778

22. Analysis of changes in net debt

	At 1 January 2024 £	Cash flows £	At 31 December 2024 £
Cash at bank and in hand	**166,778**	**(91,056)**	**75,722**
Debt due within 1 year	**(5,506)**	**-**	**(5,506)**
Debt due after 1 year	**(123,729)**	**6,256**	**(117,473)**
	37,543	**(84,800)**	**(47,257)**

23. Pension commitments

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £25,339 (2023: £19,748). Contributions totalling £5,447 (2023: £4,447) were payable to the fund at the balance sheet date and are included in creditors.

24. Operating lease commitments

At 31 December 2024 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Not later than 1 year	**60**	180	**60**	180
Later than 1 year and not later than 5 years	**-**	60	**-**	60
	60	240	**60**	240

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2024

25. Related party transactions

During the previous year the charity purchased various tools, machinery and hand tools for use around the site from J Healey, relation of K Healey (CEO), for £1,000. No balances were outstanding at year end. There were no related party transactions during the current year, and no balances outstanding at the year end.

26. Controlling party

There is no overall controlling party.

27. Principal subsidiaries

The following was a subsidiary undertaking of the Charity:

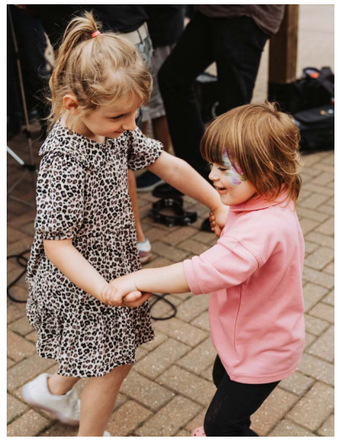
Name	Company number	Registered office or principal place of business	Principal activity
Spadework Social Enterprises CIC	13099464	Spadework Nursery, Teston Road, Offham, West Malling, Kent, ME19 5NA	To provide commercial support to the Charity and learning opportunities for the trainees

Class of shares	Holding	Included in consolidation
Ordinary	100%	Yes

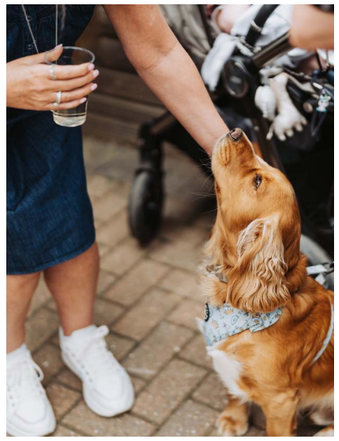
The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) for the year £	Net assets £
Spadework Social Enterprises CIC	**1,258,817**	**(1,088,799)**	**170,018**	**170,019**

Celebrating 40 years of Spadework































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@spadework.offham spadework.offham spadework

Spadework, Teston Road, Offham, Kent. ME19 5NA
Tel. 01732 870002 • Website: Spadework.org.uk

spadework dementia services
spadework wellbeing services
spadework learning disability services
spadework social enterprises
growing the seeds of opportunity

SPADEWORK LIMITED

England & Wales - Charity number 291198

Accounts

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KENT CHARITY AWARDS

KENT CHARITY OF THE YEAR 2023



Trustees' Report and Financial Statements

for year ended 31 December 2023

Registered Charity No. 291198 • Registered Company No. 01820460
Spadework Ltd. • A company limited by guarantee

Spadework Social Enterprises CIC
Registered Company No. 13099464. • Community Interest Company

KENT CHARITY OF THE YEAR 2023

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Reference and administrative details of the charity, its trustees, and advisers

Contents

4 Key moments
6 Objectives and Benefit
10 Jamie's story
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14 Creative arts, performing arts, and woodwork
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18 Pumpkins
20 Dementia Services
23 Wellbeing Services
26 Social enterprises
28 Fundraising
30 Awards
32 Challenges
35 Future



Registered Office
Teston Road, Offham,
West Malling, Kent, ME19 5NA

Chairman
Susan Murray

Treasurer
Anthony Young

Company Secretary
Anthony Young

Patrons
Tom Tugendhat MBE VR MP
Stephen Betts
George Harvey

Chief Executive Officer
Kris Healey

Trustees of Charity	**Date first appointed**
Peter Reeves	20/05/2004 Resigned 24/01/2024
Trevor Brazier	23/11/2009 Resigned 09/04/2024
Anthony Young	27/07/2011
Susan Murray	27/09/2011
Edward Hosey	27/11/2013 Resigned 28/03/2024
James Burke	27/11/2013
Reverend James Brown	20/06/2018
Mary Rimmer	19/12/2018
Hayley Brooks	01/04/2021
Nadra Ahmed CBE DL	01/04/2021

Directors of Spadework Social Enterprises CIC	**Date first appointed**
Kris Healey	24/12/2020
Susan Murray	01/05/2021
Jack Stockley	12/06/2023
Anthony Young	01/05/2021

Independent Auditor
Kreston Reeves LLP, Montague Place, Quayside,
Chatham Maritime, Kent, ME4 4QU

Bankers
NatWest, 718 London Road,
Larkfield, Kent, ME20 6AN

Chairman's Introduction



As my Grannie would sometimes say: "Whack that!" Kent Charity of the Year: what an accolade and what a night to remember. As the citation was read out I thought: "That sounds like a charity with a very similar if not identical ethos to ourselves." On looking across the table to Kris Healey, our CEO, realisation and wonderment dawned that it was in fact ourselves being so described. It did take a very brief moment or two to sink in that we had won before we made our way down to the stage for the celebrations to begin.

It is good to be judged by others. It validates all our efforts in providing care and independence for our Trainees and also in our fledgling Wellbeing Service, which covers a multitude of needs, providing activities such as gardening, circular walks, sewing circle, woodworking, book club, dementia support for carers as well as for those with early onset dementia. We continue to look at new ways to support vulnerable members of society. I am delighted that full use is made of the site, as once the Trainees leave the majority of our Wellbeing activities start.

Spadework continues to be a highly successful charity and one that continues to grow. Although this Annual Report relates to Spadework's 39th year of operation I'm writing my Report in our 40th birthday week: it was great to be able to hold our summer fair for the first time since 2019 and it was truly wonderful to see so many familiar faces, happy that we are back.

Through its social enterprise arm the charity continues to be profitable, with overall targets met and, in many cases, exceeded. As you read on, Tony Young, Treasurer & Hon Secretary, will preface the audited accounts with his report.

Building works have now finished with regard to our original "Master Plan" with the exception of the Farm Shop. Currently there is no pressing need for this work to be carried out. As ever, finding the right time to carry out building works can be tricky. When footfall is lowest it's also January/February, when the weather is not necessarily on your side.

We are blessed with staff who are able and provide continuity. We also are very fortunate to have equally able volunteers who willingly share their expertise. Staff and volunteers have a terrific rapport with our Trainees and all continue to explore new initiatives.

I know that those who set Spadework up in May 1984 would be very proud of their legacy. We are classed as a small charity but we certainly have a very big heart. In closing I would like to thank everyone for their support in making Spadework the success it continues to be with an especial thank you to Kris Healey as captain of our ship and also to my fellow Trustees.

Please enjoy another good read!

Sue Murray
Chairman of Trustees
31 May 2024

KENT CHARITY OF THE YEAR 2023

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Spadework 2023 – Key moments in our year

January

- Corporate partnership with Fernham Homes begins
- Burst pipes in the Orange Room cause havoc

February

- Red Room and Pink Room created
- First Dementia Carers Support Group
- Daily record of £45 taken at the Tuck Shop

March

- Gift Shed opens
- Chapel Down fundraising wine tasting
- Report confirms 73% reduction in Spadework's carbon emissions
- Additional monthly Memory Café

April

- 1,055,064 steps taken by Trainees and staff during Step up for Spadework week
- First Drop-In Dementia Advice event, hosted with charity ADSS
- First Parents and Carers Group for Learning Disability

May

- Tmactive Golf Day at Poult Wood raises £3,000
- Malling Primary Care Wellbeing Checks hosted at Spadework
- Bugingham Palace created by Trainees for RSPCA garden at Chelsea Flower Show

June

- The National Lottery Community Fund commit to support Trainee activities
- First edition of Spadework Garden Centre magazine
- Representative from website "Kent Connect to Support" attend Parents and Carers Group
- Meopham Wines Tasting Day
- Mid Kent College Volunteers help plant pumpkins
- Book Club and Sewing Groups launched as Wellbeing services

July

- Kris Healey shortlisted as Charity Chief Executive of the Year at Third Sector Awards
- First Arts and Crafts session for people living with dementia
- Huge scarecrow created by Spadework for Kent County Show

August

- Spadework receives Gold Wilder Kent Award
- First Walk for Wellbeing takes place

September

- Spadework named Kent Charity of the Year
- Highly commended at Kent Mental Wellbeing Awards
- Finalist at Kent Care Awards for Innovation Project of the Year and Care Team of the Year.
- Record attendance of 75 people at Quiz Night
- Tuckshop provides lunch for corporate volunteers from Unigloves
- Ashleigh Smith wins Ancillary Worker Award at Kent Care Awards

October

- TV celebrity and Chef Marcus Wareing visits Spadework
- Our biggest pumpkin festival ever!
- 16,176 pumpkins and squashes sold during our Pumpkin Festival
- 1,050 pumpkins donated to businesses and local charities

November

- Acquisition of new mini van (funded by The Oliver Ford Foundation)
- Ashleigh Smith wins Ancillary Worker Award – Regional (South East) at Great British Care Awards
- Fernham Homes present cheque for £47,500 after Gala Dinner and Auction
- Four Trainees contribute to Kent Album Project with Square Pegs Arts

December

- Impact Report update published
- 115 Christmas lunches served to Trainees/PAs from Orange Room
- 214 hampers made as corporate gifts
- 1,153 Christmas Trees sold

KENT CHARITY OF THE YEAR 2023

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Objectives and activities

Spadework is an independent charity based in West Kent which provides meaningful opportunities for vulnerable adults from both Kent and Medway.



Our mission is to enable people to be more independent, less isolated and to live happier, healthier and more fulfilling lives.

Policies and objectives

Spadework provides care, support and meaningful opportunities for adults with learning and other disabilities (known to us as our Trainees) in arts, crafts, cooking and food preparation, gardening, hobbies, horticulture, life skills, performing arts, radio podcasts, wellbeing and woodwork.

Spadework provides a range of different experiences and activities to enable our Trainees to develop the skills needed to allow them to reach their full potential. As well as providing meaningful opportunities for our Trainees, Spadework provides several different services across our five-acre site.

We provide wellbeing services for adults experiencing problems with their mental health. We support adults living with dementia. We provide services for carers.

Public benefit

The charity's objective of enabling people to be more independent is of benefit not only to our Trainees but also to their families, support networks, carers, local authorities and the wider community.

We are fortunate to have many energetic, resourceful and inspirational staff members and volunteers who share our passion and commitment to realising our vision.

At the heart of a rural community, Spadework offers people a place to meet friends, relax and enjoy the interaction with our beneficiaries. Our safe and stimulating site enables vulnerable adults to feel accepted for who they are and gain new skills and access new opportunities.

We provide a joyful place for our local community, a space which brings people together. This can include people who may recently have been bereaved or who have received a life-changing diagnosis or become a new mum. Spadework is also a place for a family celebration, a community interest meeting or a social event. The connections made at Spadework are sometimes emotional, frequently meaningful and often joyful.

In setting objectives and planning activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance "Public benefit: running a charity (PB2)".



KENT CHARITY OF THE YEAR 2023

spadework learning disability services

Our purpose

We passionately believe that adults with learning and other disabilities should not be held back from enjoying a full life because of other people's perceptions of what they can and cannot do.

We passionately believe that people living with dementia and those experiencing problems with their mental health can have a better quality of life if they and their carers have access to activities that enable them to have meaningful experiences.







At Spadework people are supported to:

- Be **more independent** and better prepared for life outside of their family and Spadework.
- Have an **increased sense of self-worth, belonging and purpose** by feeling the value of doing a job, being part of something bigger than themselves, playing an active part in the community and **feeling accepted for who they are**.
- **Reduce their feelings of isolation and increase connections with others** by feeling part of a team, accepting each other's abilities and supporting each other.
- Be **happier** and **healthier**, live a more fulfilling life and have an **increased sense of wellbeing**.

What we do

Learning disability services

Our Trainees, who are adults with learning and other disabilities, come on site each weekday and are involved in everything that we do.

The activities fall broadly into three categories:

Horticulture

Creative arts, and performing arts, and woodwork

Life Skills



Our Trainees choose the activities in which they would like to participate. These choices are made with the help of our staff, who can ensure that the activity is suitable and can encourage the Trainees to experience new activities. Our staff support our Trainees to try new things, so that they can learn new skills alongside different people, which in turn benefits their social skills and allows them to make new friends.

The activities take place in eight-week cycles, which allows our Trainees to see projects develop over time, as well as use the skills they learn and be part of a team.

The activities are often referred to by the colour of the room in which they take place. For example, craft in Red and Pink and lifeskills in Purple and Orange.

Our Impact*

99%

of our Trainees say: "I have made new friends at Spadework."

*2023 Impact Report

KENT CHARITY OF THE YEAR 2023

spadework learning disability services

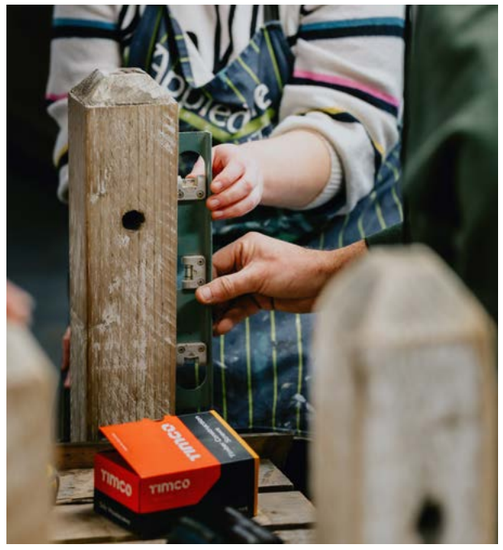
Jamie's story – a parent's perspective

The content for this story came from a chat at Spadework with Jamie and his parents. We are grateful to them for sharing their story about how Spadework has impacted all their lives. His name has been changed for reasons of confidentiality.

Jamie started coming to Spadework in 2013. He is an only child and has several needs. For most of his life he has needed support from carers as well as his parents. In addition to having limited communication, what he eats is of concern as it can have a major effect on his health.

Until recently Jamie came to Spadework with his own carer. But with the current pressure on finding suitable carers, his parents had to decide whether Jamie did not come to Spadework at all or came on his own.

"When he first came to Spadework Jamie was a quiet little chap," his mother said. "But faced with the decision about whether to let him come on his own we bit the bullet - and now we can't believe the change. He never used to talk much, but now he talks a lot. He will come home and tell us what he has been doing at Spadework. We used to know very little from him about what he did here, although Gemma and the staff kept us informed."



His father collects Jamie from Spadework as his mother runs her own business, which is a full-time commitment.

"The carers didn't use to tell us much about what he had been doing after a day at Spadework," his father said. "Now Jamie comes home chatting away, telling us about what he's done and what he's going to do."

Jamie's father is retired and provides most of his support as well as looking after the family home. "In the mornings Jamie gets up, makes his bed and then I ask him what he would like to take to Spadework for lunch," he said. "He normally says rice, chocolate, banana. So, we know he has that worked out."

His mother said: "We feel he is safe here, because it is its own little environment. It's lovely."

Both parents talked enthusiastically about the community that exists at Spadework among the Trainees, staff and volunteers. "It's like a family," his father said. "It's like a village within a town." When he collects Jamie he often speaks to other Trainees. "I know one of them has been here for 38 years and I often think about where he would have gone had Spadework not been here all that time."

For Jamie this new-found confidence and independence permeates all his life. "We recently went on holiday," his mother said. "We were going kayaking and I got a two-seater kayak for me and Jamie. But Jamie wanted to go on his own. We did talk him out of that one!"

Since making that decision for Jamie to come to Spadework on his own, the family have never looked back. Jamie himself confirms he likes coming to Spadework and stands up to have a look at the sheet where the Trainee rotas are displayed. As his mother said: "Since he's been coming here, he now thinks he can do a lot of things on his own."

> "He never used to talk much, but now he talks a lot. He will come home and tell us what he has been doing at Spadework."

Jamie's parents have a network of people who are either parents or carers of adults with additional needs. His mother said: "When I tell them what Jamie has been doing at Spadework, they say they wish they had something similar near to them. We are lucky because we live so near to Spadework."

Asked if he was going to continue coming to Spadework, Jamie said enthusiastically: "Yes, yes!". His mother added: "Jamie loves it here. He loves the bits and pieces that he does. He is in Red this week. He's often in Green and he loves the pumpkins. He has made friends and tells us when he meets new people. He has come on in leaps and bounds. We're so lucky."









Horticulture

Horticultural activities continue to be one of the most popular choices for our Trainees. Our staff have an overview of the projects planned for a year. Depending on the weather, they adapt this plan as the year unfolds.

Our pumpkins are our most significant horticultural project. It brings the entire Spadework family together and brings a lot of joy and excitement to our trainees. You can read more on page 18.

We also grow herbs and vegetables that are used in our café and sold in our farm shop. We have continued to supply The Swan, a gastro pub in West Malling with seasonal produce. This gives purpose to our growing as well as giving the trainees an opportunity to share their skills with the community.



Companion planting was tried in 2023, which brought more wildlife on to site and was part of a wider plan to make our five-acre site wildlife-friendly. On page 30 you can read how we won Gold at the Wilder Kent Awards.

With the use of more raised beds, we enable more of our Trainees to be involved in gardening. We also started labelling our vegetable growing areas with colours and numbers to enable our Trainees to navigate their way to specific areas.

Most visitors to Spadework comment on how wonderful it looks. From the courtyard with its colourful shrubs and perennials, to our Sensory Garden with its beautiful plants, from our Cutting Garden to our Vegetable Garden the care and skilled attention given to it by our Trainees means that most of our visitors say, “Wow!”

“I enjoy planting something and watching it grow. I like putting my name in the bed, so I know what I planted.”

Trainee S











Creative arts, performing arts, and woodwork

We continue to collaborate with the Square Peg Arts charity to deliver high-quality performing arts activities for our Trainees. We provide activities for all our Trainees, helping to increase their communication skills. Four of our Trainees contributed to their Kent Album Project, recording a song to promote the local area.

Giles Whitehead, a local artist and podcast producer, worked with our Trainees to create several podcasts. Our Trainees plan the content and record interviews with people on site before Giles helps to edit the podcast, which is loaded on to Spotify and our own Spadio website. Our podcasts are often used in our fundraising proposals, enabling potential funders to hear our story first-hand from our Trainees.

In July we were invited by Produced in Kent, Kent's membership organisation for the local independent food and drink industry, to create something that would attract people to their area at the Kent County Show. It was a project we did not take on half-heartedly: Trainees in our woodwork team created a wooden "skeleton" that was 12 feet high. Our Trainees in craft created a face using a terracotta pot and other recycled materials as well as some clothes. We held a competition to name our creation. We settled on Terry Cotta. Terry was transported to the Detling showground, where we were able to let people know about Spadework and our services, while they were drawn to the Produced in Kent stand. This is an example of the type of meaningful project that brings all our Trainees together and promotes what we do.

Our home-grown and home-made confetti was popular this year. The team in the Red Room created confetti for several local weddings. The confetti is made from flower petals collected mostly from our Cutting Garden.





Life Skills

Learning and developing skills that enable more independent living is at the heart of Spadework's mission.

In our Orange and Purple Rooms our Trainees learn food preparation and cooking skills. Over the eight-week activity cycle, in addition to planning what they will cook for their lunch, our Trainees cook food for sale on the Tuck Shop Trolley. The food is sold to other Trainees. All the money generated goes back into providing ingredients to cook more things for the Tuck Shop. It is a great example of how one project brings together multiple skills – planning, cooking, making choices and handling money.

The Tuck Shop was shortlisted as Innovation Project of the Year at the Kent Care Awards and we know has been taken as a template to other organisations. It is arguably the best example of a social enterprise that also makes us smile.

In September 2023 our Trainees cooked lunch for a group of volunteers from Unigloves after they had done a day of volunteering and equality and diversity training.

Our Trainees have also taken part in a water challenge – to increase the amount of water they drink and Step up for Spadework. In April our Trainees, staff and volunteers aimed to take more steps to be more physically active. That week, collectively we took more than one million steps. Our Trainees in the Purple Room created posters to remind everyone about the week. They kept count of the steps each day to come up with the grand total.

Our Trainee Council is elected twice a year and has eight members. Council members bring their views and those of other Trainees to a member of staff and help shape day-to-day life at Spadework. Recent decisions have been taken about what optional lunchtime activities we put on - currently dancing and football.

The Council will have a big input next year into how we celebrate our 40th anniversary.

"We choose together what we'll be making. I've made spaghetti Bolognese, pasta bake, jacket potatoes, cheese on toast. At home I try to bulk-cook, so I don't have to eat microwaved meals."

Trainee S





Pumpkins with purpose

We have been growing pumpkins since 2017. In 2023 we had our most successful year. Our pumpkin garden is 2,500 square metres. We grow 50 varieties, from wonderful tasters like Crown Prince to the amazing looking Warty Goblin.



At the start of the year our Trainees choose what varieties of pumpkin to grow. This is based on the ones they like most, as well as what grows best here.



In March we plant the seeds and nurture them in our polytunnels. Successful varieties can change year on year depending on the weather.



Stephen Betts, our local farmer, came to turn the soil in our garden and gave us one and a half hectares of space on his field.



Once the seeds have matured into robust plants we plant them in the field. Each pumpkin is planted with some good soil enhancer and well-watered.



In 2023 the pumpkins were ready by mid-September. We picked them and stored them in the glasshouse. Some were wrapped in newspaper.



We had visitors from as far away as Newcastle!

For three weeks in October visitors come and pick their pumpkins. We were delighted to welcome BBC TV Celebrity and Chef Marcus Wareing.

Impact

1,050 pumpkins donated to other charities and businesses

Trainee skill development

Planning, choosing and growing seeds • Nurturing seedlings into young plants
Tending plants through the growing cycle • Understanding the growing cycle
Learning about food production • Understanding food waste
Creating an amazing customer experience • Cooking and food preparation

Benefit to charity

A meaningful project that brings beneficiaries, staff and volunteers together
An opportunity to increase the reach and profile of our charity • Staff and volunteer engagement • Income generation • Therapeutic benefits for our beneficiaries

Impact against our mission

Project with a purpose • Developing skills that lead to independence • A project for teams, so reducing isolation • A project that makes us smile • Being outdoors to help us to be healthier • Providing for others can be very satisfying and fulfilling

In 2023 we held eight PYO Pumpkin by Torchlight sessions, bringing local families together for a fun evening

Spadework pumpkins were featured on Marcus Wareing's BBC programme, "Tales from a Kitchen Garden"

16,176 pumpkins and squashes sold

£71,808 made from pumpkin sales



Dementia Services

Number of individuals supported: 184



Building on the service success of previous years and the increased need for our services locally, we introduced more groups in 2023. These now take place two days a week, on Mondays and Wednesdays.

Our Impact Survey shows that 90 per cent of people agreed with the statement: "I feel that I can make suggestions that affect the dementia services at Spadework."

Services now include memory cafes, carers groups, a singing group, a walking group, a music and movement group and an arts and crafts group.

These services are provided for people who have a dementia diagnosis and for their families and carers. They are free to access and are run solely as a result of donations. We charge users £3 a session for Music and Movement sessions, run in conjunction with tmactive.

We host an annual information and advice open day with representatives from other local organisations. This is an opportunity to ask questions and find out more about the wider services that are available locally.

In 2024 we aim to increase the singing group and the music and movement groups to two every month. We will continue to assess demand and make sure that we are providing the services that people want.

Dementia Sessions January to December 2023

	Memory cafe	Music and movement	Singing	Young onset carers group	Carers support	Arts and Crafts	Peer Support
Number of sessions	21	10	12	12	10	5	3
Total number of attendances	365	96	182	96	73	16	3
Total number of hours	42	15	18	24	20	10	6
Total number of people living with dementia supported	43	12	20	2	7	6	2
Total number of carers supported	46	12	25	9	20	–	–
Total number of individuals supported	89	24	25	11	27	6	2

"Thank you for all that you do for the dementia community, I know that mum and dad would have been totally lost without the services you provide"













Patrick's story

Patrick (whose name has been changed for reasons of confidentiality) has been living with dementia for several years. He had worked all his life as a joiner, but since retiring he had slowly lost interest in woodworking at home as a hobby.

When his wife heard that we were starting a woodwork for wellbeing group here at Spadework she thought that it would be perfect for him. Patrick has been attending the woodwork group twice a month since it started. He has a good skills level and is keen to share his skills and support other less experienced members of the group. He has already made a great range of products, including a bird box and a bug hotel, and is always delighted when they are taken to the garden centre for sale.

Patrick is a great motivator, full of jokes and anecdotes. That is really appreciated by our group. The time he spends with us allows him to engage with people other than his family, feel useful and keep busy.

We notice as his dementia has progressed that he is more easily distracted and so we have been working individually with him to complete projects. Additionally, we have written method statements as a visual aid for him to promote independence and therefore wellbeing.

The time Patrick spends with us is also respite for his wife, who can visit her sister, who is also living with a dementia diagnosis, knowing that her husband is safe and motivated.

Patrick and his wife also attend our Memory Café twice a month which they really enjoy. Additionally, Patrick's wife comes along to our monthly carers support group so that she can share her experiences with other carers and get support from the other members of the group.





Wellbeing services



In addition to our established Time to Grow (gardening) and Woodwork for Wellbeing sessions, we have introduced three new services this year. These are walking, sewing and reading groups. The groups were in response to community outreach and feedback. We have already been approached to extend the walking groups to make them weekly, which we are planning to do next year.

The reading group has 10 regular participants. Our local librarian has supported us by supplying books. Next year we plan to have our own community library – a place for us to share books for the Spadework community.

Projects undertaken by our community gardening group have flourished, The Fruit Cage which was created from an unused space at the back of our five-acre site last year enabled us to supply some fruit to our Café. This has given participants a lift, giving the project real purpose. Future Time to Grow projects include working alongside Trainees to develop the gravel garden. This will be a great project to bring together two different groups of beneficiaries and achieve our aim of making these projects accessible for all our community.

Wellbeing Sessions
January to December 2023

Number of sessions delivered	127
Number of clients supported	73
Number of attendances	737

Woodwork for Wellbeing sessions are over-subscribed. We are planning to launch a second group on a Saturday to be held in the afternoon. Feedback from participants has been good, with many not only enjoying the projects but also taking satisfaction from seeing some of the creations sold in our Garden Centre. This gives the sessions a sense of purpose as the participants generate income for our charity. It's a simple but effective model.

These services are offered with the support of funding from Livewell Kent and Involve but are still heavily reliant on donations. We have also re-purposed existing spaces, like the unused space alongside the woodwork annexe.





We are refreshing some of our outdoor spaces and are fortunate to have the donation of the time and energy of corporate volunteers to achieve this. This means the costs of running the service are kept to a minimum. It also brings our local community together.

We have received very positive feedback from participants in our wellbeing services, which includes:

- "I am very pleased with my progress so far."
- "I'm loving the camaraderie and fun. It's great to problem-solve and make things."
- "I have completed every project I have started."

In terms of the impact these sessions have, we know that:

- 100 per cent of participants feel a lot happier as a direct result of the group activity.
- 88 per cent have experienced improved physical health.
- 100 per cent have experienced improved mental health.
- 96 per cent report gaining new or improved skills and knowledge.
- 96 per cent say they have become less isolated and more socialised with others.
- 96 per cent say they feel happy with what has been achieved.

Maggie's story about Woodwork for Wellbeing

"I came indirectly. I have two sons. The eldest has just turned 25 and about 18 months ago was diagnosed with attention-deficit and autism. This was a bit of a shock for us all. I had been to the doctor to find out what could be done for him as a whole person. His ADHD was being treated, but the doctor said there wasn't really anything as he seemed to be coping with his diagnosis. However, I said that he was not coping socially. The doctor said he would sort out a social prescriber for him.

"I'd never heard of social prescriber and didn't know what it was. Spadework was one of the things she prescribed. I looked at the Spadework website and I didn't think the Trainee programme was right for him, but I saw the woodwork. I thought he could put a toe in the water and see what it's like and we can go from there. So we came over and visited Caroline. She was lovely with him. We started in September.

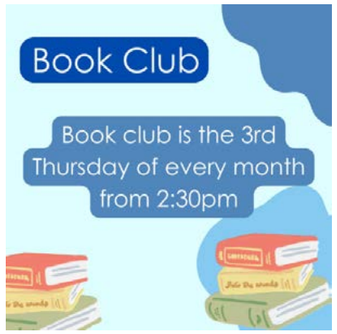
"I asked Caroline if I could sit in the café as it's a couple of hours travelling from Tonbridge. She suggested that I could come to the sessions as well. That's how I joined. My son lasted about six months, which is about his length of time then he gives up. Caroline said that I could carry on coming.

"I'd had quite a difficult year supporting my brother. My husband had been diagnosed with Parkinson's. In the summer I had retired from my position as a schoolteacher, which I found stressful. Woodwork for Wellbeing is perfect for me, to have a bit of 'me' time where I can just escape from everything else."













Social enterprises









Our social enterprises continue to be an important part of Spadework. They contribute income to support the charity and bring people on site.

The team in our garden centre have worked hard to source not only the highest quality trees, plants and shrubs, but also, where appropriate, to expand the range of products on sale. This now includes decorative items, compost, bird food, fertilisers and tools. Our aim is to offer high-quality products and let people know that every penny they spend is used to support the charity. In 2024 we are planning to launch a loyalty card which encourages our customers to come back time and again.

We continue to have an area where we showcase and sell Trainee-made items. This is a place where we can tell the story of the charity.

We also proactively approach local schools and community groups to sell plants. In 2023 we had 1,658 orders for primroses for Mother's Day. We also started supplying a local community shop in Detling with plants.

In 2023 we worked with a third party who produced a garden centre magazine for Spadework. We produce content for 12 pages in the middle of the magazine, providing useful publicity for our charity. The magazine is free to customers.

Sales of logs have continued to be strong, generating valuable income. We store many of our logs on site and work hard to get them under cover the minute they arrive. To this end we now have more staff trained to use forklift and pallet trucks.

The café has continued to be busy, though it is a challenge to attract and retain good staff. This is true of the entire hospitality sector. We are grateful to our hard-working staff for their dedication and for picking up extra shifts, but it is a continuing challenge to meet customer demand. Our all-day breakfasts continue to be the most popular menu item.

In 2023 we opened our Gift Shed, in the space adjacent to the garden centre. This has been well received by local people. Products on sale include candles, scarves and greeting cards. The income generated from the Gift Shed has been very welcome and customers tell us how much they like having a local shop. The shop looks great, thanks to a member of staff who has specific gift merchandise and retail experience.

We have also worked with the fundraising team to host tasting evenings where we can promote products on sale in the shop. We actively sell hampers as corporate gifts at Christmas. Last year this generated £13,000 of income. Our Trainees help to make the hampers which provides them with an opportunity to connect with the local community and be involved with a meaningful project.

Our Farm Shop continues to be a meeting place for many people as well as a source of fresh produce and store cupboard items. We also use it to sell our own seasonal produce including cut flowers and herbs.

We know that 2024 is likely to be as challenging as this year, so we are always looking at new ways to increase the contribution of the social enterprises to the charity. Faced with potential funding cuts, the importance of the Community Interest Company (CIC) is more obvious than ever.

A very big Spadework 'Thank You' from the entire Spadework family.



Fundraising

Cost of living challenges continued to be the theme as we began 2023. In response to statutory funding cuts, we decided to focus our fundraising on supporting the delivery of the meaningful activities that all of our beneficiaries enjoy, rather than the remaining capital projects from our site redevelopment plan.

We are delighted to report that our supporters embraced this strategy. We are very grateful that The Screwfix Foundation and Whitehead Monckton Charitable Foundation supported our Trainees' Spadio podcast activities.

We are very lucky to have the continued support of Kent Community Foundation, The Gatwick Foundation and The Green Family Fund, who contributed to the provision of our Trainee activities, together with The Douglas Arter Foundation.

Hollands Warren Fund will be supporting Trainee activities for the next three years. The National Lottery Community Fund and of course all players of The National Lottery will be helping us cover some of the cost of delivering all our activities for the next five years.

The Foyle Foundation, The Nationwide Community Fund and The Kent Community Foundation High Hilden Fund have all committed to helping us deliver Trainee Performing Arts and Life Skills and dementia services respectively during 2024.

Co-Op Community Fund and Involve Kent supported our wellbeing services. The Age UK Dementia and Me innovation Fund funded our dementia services throughout 2023.

We are delighted to have a new corporate partnership with Fernham Homes. Among other activities, this independent company, which is based nearby in West Malling, hosted a Gala Fundraising Dinner in September which raised £47,500, which was the icing on the cake of a year of successful fundraising. We are looking forward to continuing our work together in 2024.

Fairdeal Windows purchased pedometers for our Trainees to use to improve their step count during one of our activity weeks.

In 2023, we benefitted from 252 hours of corporate volunteering from companies



including Seasalt, Unigloves, MidKent College, and Tyl by NatWest.

Many other organisations and individuals have helped us over the year too. Carrie Ward and her team at HL Hall International volunteered during our PYO Pumpkin Festival and enjoyed handing out pumpkin and avocado taco recipes to our customers.

We have held successful quiz evenings, wine-tasting and gin-tasting events this year as well as our annual Easter Egg Hunt. Thank you for the support of our wonderful local community.

During another tough financial year for everyone, we are grateful to every single person who has visited us and shopped in our Garden Centre, Farm Shop and Café, to all of the local businesses and other organisations who have supported us and to those who have volunteered their time and expertise.

All the money we raise is used to support our work with the vulnerable adults in our community. We could not achieve all that we do without you. Please get in touch to receive a copy of our 2023 Impact Report if you would like to find out more about the difference you have made.







Awards

In 2023 Spadework won or was shortlisted for a record number of awards.

The highlight of the year was being named Kent Charity of the Year. The Kent Charity Awards aim to showcase the hard work that charities and voluntary groups undertake to make the lives of others better. We won the Disability and Mental Health Category in 2022 and we were named as the overall winner in 2023. This is a huge accolade for a small charity.

We have used the award as a platform to bring other charities together, as well as a springboard for our 40th anniversary celebrations that take place in 2024. Winning the award was public recognition of how Spadework has evolved as a charity.

We were also proud to be one of only six organisations (including the University of Kent) to be awarded Gold in the Wilder Kent Awards. The awards, which are organised by Kent Wildlife Trust, recognise the positive action we have taken to create a wilder Kent.

The award recognises how our team have taken a holistic view of many of the activities that we provide at Spadework and how we manage our five-acre site. From leaving a specific nature area to harvesting rainwater and thinking about how wildlife might benefit from areas like our woodland walk, all our staff,





volunteers and Trainees are mindful of the bigger picture of supporting nature. We have worked hard to improve our sustainability.

We are equally proud to be finalists at the Kent Care Awards: our Tuck Shop for Innovation Project of the Year and the team in our life skills for Care Team of the Year.

Ashleigh Smith won the local and regional award for Ancillary Worker of the Year at the Kent and South East Care Awards respectively and went through to the final of the British Care Awards.

Kris Healey, our CEO, was shortlisted as Charity Chief Executive of the Year at the national Third Sector Awards.

We are proud of all our staff, Trainees and volunteers and our achievements. It is wonderful to have some of these publicly recognised.

Sustainability

We are committed to becoming a net zero organisation by 2050 or before. In the last 12 months we reduced our carbon emissions by 73 per cent and achieved a 25 per cent reduction in our use of electricity.

We have been working with a Decarbonisation Adviser since 2021 to identify how we can make this happen and to monitor our progress.

We have been seeking funding so that we can install electric vehicle chargers on site. They will be installed in 2024 and will be the first chargers for our community.

We continue to use the bore water from from LJ Betts' Farm adjacent to our site. We are looking to upgrade our rainwater harvesters, again seeking funding for this initiative.

In 2023 we put further initiatives in place to improve our sustainability. Winning the Wilder Kent Award was recognition of this.



Challenges

By Kris Healey, CEO



In October 2022, Spadework entered into a significant four-year contract with Kent County Council (KCC), with potential extensions leading to a total of eight years of partnership. This contract has been instrumental in enabling us to provide tailored and essential services to adults with learning and other disabilities. It not only facilitated operational stability but also allowed us to plan long-term projects and enhancements that directly benefit our trainees.

In September 2023, KCC unexpectedly initiated the termination of this contract, proposing to breach the agreed terms and significantly revise the financial and operational conditions. This decision, driven by KCC's urgent need to mitigate its financial challenges and avoid a section 114 notice, which signals de facto bankruptcy, has profound implications for Spadework. The potential premature end of this contract poses significant risks to our service continuity and financial sustainability. As the recent recipient of the Kent Charity of the Year award, this move by KCC could destabilise the foundation from which we serve our trainees. Our ability to provide outstanding care and support to our trainees, who rely on our services for their daily well-being and long-term personal development, could be severely impacted. As of July 2024, negotiations with KCC are ongoing. Spadework's leadership team is fully engaged in discussions, advocating vigorously to secure a fair and sustainable resolution. We are negotiating in good faith, striving to balance the urgent financial constraints faced by the council with the critical needs of our trainees and the long-term viability of our charity. This contract is integral to our long-term sustainability, and our negotiation strategy is informed by a deep commitment to our mission and a robust understanding of the legal and financial frameworks governing charitable operations.

Despite these challenges, we remain resolute in our commitment to our trainees and our community. The ongoing negotiations are conducted with a clear focus on safeguarding the future of Spadework and ensuring that we continue to deliver the high-quality services our beneficiaries deserve. We are also actively engaging with our supporters and funders to ensure transparency and seek additional backing during this critical period. Our goal is not only to emerge from these negotiations with a renewed contract that reflects the true value and cost of the services we provide but also to enhance our resilience against future uncertainties.



Despite these challenges, we remain resolute in our commitment to our trainees and our community. We are actively engaging with our supporters and funders to ensure transparency and seek additional backing during this critical period.

In response to KCC's proposed reduction in funding, the importance of donations and the contributions from our social enterprises have never been more critical. The financial strain brought about by reduced council support places an increased reliance on our innovative social enterprises and the generosity of our donors to bridge the gap. Our social enterprises not only provide valuable services and products to the local community but also serve as vital training ➜



platforms for our trainees, supporting them to unlock their full potential.

These enterprises, along with direct charitable donations, are pivotal in maintaining the high-quality support and services we provide. As KCC seeks to adjust our funding, every purchase from our enterprises and every donation we receive takes on added significance, directly impacting our ability to sustain and expand our programmes. During this time of financial recalibration, engaging with our community and appealing to their spirit of generosity become paramount. We encourage our supporters to explore the many ways they can contribute, whether through direct donations, participating in fundraising events, or supporting our social enterprises. Each contribution helps us to continue providing our trainees with the opportunity to lead more independent, less isolated, and fulfilling lives.

Your support fuels our resilience and innovation in the face of these financial challenges. It enables us to continue our award-winning work and to advocate effectively for fair funding terms that reflect the true value of the services we provide. Together, we are not just sustaining a charity but nurturing a community that values every individual's potential to grow and thrive.

Your continued trust and support empower us to fight for a fair outcome, ensuring that Spadework remains a beacon of hope and excellence in our community. Our trainees are the lifeblood of our charity, and we will do all in our power to ensure they can continue to attend Spadework, to be more independent, to feel less isolated, and to live happier, healthier, and more fulfilling lives.

Kris Healey, CEO
31 July 2024

The Future

As we look to the future, Spadework remains steadfast in our commitment to deepen and broaden our impact within the community. Building on our established provision of outstanding care for adults with learning and other disabilities, those living with dementia, and individuals experiencing mental health issues, we continue to explore ways to expand these services and support an even wider cross-section of the community. Our role as a vital community hub is unwavering, and we are dedicated to enhancing the facilities and services we already offer.

This year, we are assessing our current facilities and identifying areas that could be better utilised to improve our service provision further. In the coming year, we will actively engage with architects and local planners to explore opportunities for development, ensuring our five-acre site is used to its fullest potential. Our ongoing initiatives and future developments are designed not only to maintain the quality of care we are known for but also to expand our capabilities and reach within the community.

The challenges faced by the Third Sector are immense, yet they reinforce our resolve to meet them with innovative solutions and partnerships. Spadework is committed to not only maintaining but expanding our role as a support hub for smaller charities and non-profits in the local area. By collaborating and sharing resources, we can enhance our collective ability to meet community needs and maximise our impact.

As we continue to navigate these challenging times, our focus remains clear: to use every resource at our disposal to support those in need and to strengthen the fabric of our community. The forthcoming strategic developments and potential enhancements to our site are designed with this goal in mind—to ensure that Spadework not only continues its vital work but also evolves to meet the future needs of our community effectively.





Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

Our objective is to achieve a position where the income from local authority grants and from the supporting activities meet the full operational costs of the charity, allowing all donations to be used for new capital projects and to allow for the creation of a reserve fund. Over the last few years our dependence on donations to cover operational shortfalls has been reducing. We would ideally like to build a reserves buffer of around £150,000 to enable the charity to continue operating whilst we achieve this goal.

General reserves at 31 December 2023 amounted to £125,827 (2022: £5,739), designated funds totalled £963,777 (2022: £981,951) and restricted funds were £52,995 (2022: £23,109) giving total funds of £1,142,599 (2022: £1,010,799).

At 31 December 2023 net current assets totalled £302,551 (2022: £157,341).

Structure, governance and management

a. Company status

Spadework Limited is registered as a charitable company limited by guarantee with no share capital. The company was incorporated on 30 May 1984 and is governed by its Memorandum of Association.

b. Governance and internal control

The Board of Trustees is responsible for selecting and recruiting suitably skilled Trustees. One third of the Trustees retire from office at each Annual General Meeting. A retiring trustee is eligible for re-election, and there is no limit on the number of times a trustee may be re-elected.

c. Risk management

The Trustees have assessed the major risks to which the charity is exposed and, in particular, those related to the operations and finances of the charity. They are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

The Trustees have developed a formal risk management process to assess business risks and implement risk management strategies. This involves reviewing the risks the charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks in line with a risk profile accepted by the board.

The most significant risk facing the charity is a reduction in our funding. A reduction in income would impact on the charity's ability to continue to operate. In terms of mitigating the risk, we strive to ensure that the income derived from our Day Opportunity Services and other supporting activities are maximised and that we are working towards identifying new funding streams.

Spadework Limited
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 December 2023

Basis for preparation of accounts

The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019). Since the group and the Charity qualify as small under section 383 of the Companies Act 2006, the Group strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Charity 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).

Company law requires the Trustees to prepare financial statements for each financial year . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

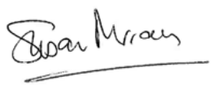
Trustees' report (continued)
For the year ended 31 December 2023

Disclosure of information to auditor (continued)

Auditor

The auditor, Kreston Reeves LLP, has indicated its willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Susan Murray
Chair
Date: 25th August 2024

Independent auditor's report to the Members of Spadework Limited

Opinion

We have audited the financial statements of Spadework Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, 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 Group's and of the parent charitable company's affairs as at 31 December 2023 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent 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 other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our 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 Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent 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

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent 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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Spadework Limited
(A company limited by guarantee)

Independent auditor's report to the Members of Spadework Limited (continued)

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:

Capability of the audit in detecting irregularities, including fraud

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the group and charitable sector generally, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of noncompliance with laws and regulations related to safeguarding, health and safety, antibribery and employment law. We considered the extent to which noncompliance 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, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of noncompliance throughout the audit. 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 increase revenue or reduce expenditure and management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of noncompliance with laws and regulations and fraud; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud; and
- Conducting interviews with appropriate personnel to gain further insight into the control systems implemented, and the risk of irregularity; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant regulatory authorities; and
- Physical inspection of tangible assets susceptible to fraud or irregularity; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud.

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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in my Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of my Auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Spadework Limited
(A company limited by guarantee)

Independent auditor's report to the Members of Spadework Limited (continued)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kreston Reeves LLP

Samantha Rouse FCCA DChA (Senior statutory auditor)
for and on behalf of
Kreston Reeves LLP
Chartered Accountants
Statutory Auditor
Chatham Maritime

Date: 25th August 2024



Treasurer's Report 2023
Introduction

As Treasurer of Spadework, I am pleased to provide an overview of our financial performance for the year ending 31st December 2023. The consolidated Group income and expenditure, as detailed in our Statement of Financial Activities (SOFA), present a robust financial position. However, it is crucial to note that these figures encompass both the charitable activities and the commercial operations of our Community Interest Company (CIC). The SOFA provides a holistic view, yet it does not distinctly separate the financial outcomes directly attributable to the charity's core mission from those generated by the commercial activities of the CIC.

Financial Overview of Charitable Activities

Our charitable activities achieved a total income of £1,451,179 for the year (see table below). This includes a significant management fee of £476,156 contributed by our CIC, underscoring the critical role of our commercial operations in supporting our charitable endeavours. Additionally, we were fortunate to receive £278,967 in donations, which greatly assisted in funding our wide range of services and activities.

Our expenditure for the year amounted to £1,436,551, leaving us with a surplus of £14,628. While this outcome is positive, it is important to highlight that without the donations, our operations would have faced a deficit of £264,339. This stark contrast reveals the substantial gap between our income from statutory sources, primarily Kent County Council (KCC) funded trainees, and the actual costs of delivering our charitable services.

Charity income consists of:	Donations and legacies	£	278,967
	Charitable activities	£	642,439
	Bank interest	£	673
	CIC Management Fee	£	476,156
	CIC gift aided profit from 2022	£	52,846
	Trivial amount allocated to food	£	98
		£	1,451,179
	Less charitable expenditure	£	(1,436,551)
	Charity surplus	£	14,628

Challenges and Strategic Financial Management

The financial landscape continues to present significant challenges, especially in securing sufficient funding to cover the full costs of the services we provide. The funding from KCC does not adequately cover the direct costs associated with each trainee, which places a greater reliance on the financial contributions from our CIC. Without the robust performance of our CIC, the sustainability of our charitable operations would be at risk.

Navigating the complexities of funding negotiations with KCC has been particularly challenging. Our aim is to secure terms that reflect the true value and cost of the services we deliver, ensuring the long-term viability of our charity.

Looking Ahead

Despite these financial hurdles, I am extremely proud of our accomplishments over the past year. Our team has shown remarkable resilience and dedication, achieving notable success in service provision and community impact. As we approach 2024, marking our 40th anniversary, we remain deeply committed to our mission of supporting our trainees to become more independent, feel less isolated, and lead happier, healthier, and more fulfilling lives.

The board and I are optimistic about the future. We will continue to leverage every resource at our disposal to support those in need and to strengthen our community. As we celebrate this milestone, we are also focused on ensuring that Spadework not only sustains its essential work but also adapts and grows to meet the future needs of our community. Our journey is made possible by the unwavering support of our dedicated staff, volunteers, donors, and partners. Together, we are not just sustaining a charity; we are nurturing a community that values and supports every individual's potential to grow and thrive. Here's to continuing our shared success and impact in the years to come.



Anthony Young
25th August 2024

Spadework Limited
(A company limited by guarantee)

Consolidated Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 December 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	**144,134**	**134,833**	**278,967**	162,397
Charitable activities	4	**642,439**	**-**	**642,439**	682,552
Other trading activities	5	**1,258,915**	**-**	**1,258,915**	890,419
Investments	6	**673**	**-**	**673**	88
Other income	7	**-**	**-**	**-**	1,629
Total income		**2,046,161**	**134,833**	**2,180,994**	1,737,085
Expenditure on:					
Raising funds		**81,405**	**-**	**81,405**	27,302
Charitable activities	9	**1,862,842**	**104,947**	**1,967,789**	1,778,015
Total expenditure		**1,944,247**	**104,947**	**2,049,194**	1,805,317
Net movement in funds		**101,914**	**29,886**	**131,800**	(68,232)
Reconciliation of funds:					
Total funds brought forward		**987,690**	**23,109**	**1,010,799**	1,079,031
Net movement in funds		**101,914**	**29,886**	**131,800**	(68,232)
Total funds carried forward		**1,089,604**	**52,995**	**1,142,599**	1,010,799

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 49 to 66 form part of these financial statements.

Spadework Limited
(A company limited by guarantee)
Registered number: 1820460

Consolidated balance sheet
As at 31 December 2023

	Note		2023 £		2022 £
Fixed assets					
Tangible assets	12		**963,777**		983,060
			963,777		983,060
Current assets					
Stocks	14	**139,976**		120,780	
Debtors	15	**195,796**		103,054	
Cash at bank and in hand		**166,778**		69,539	
		502,550		293,373	
Creditors: amounts falling due within one year	16	**(199,999)**		(136,032)	
Net current assets			**302,551**		157,341
Total assets less current liabilities			**1,266,328**		1,140,401
Creditors: amounts falling due after more than one year	17		**(123,729)**		(129,602)
Total net assets			**1,142,599**		1,010,799
Charity funds					
Restricted funds	18		**52,995**		23,109
Unrestricted funds	18		**1,089,604**		987,690
Total funds			**1,142,599**		1,010,799

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

Susan Murray
Chair
Date: 25th August 2024

Anthony Young
Treasurer

The notes on pages 49 to 66 form part of these financial statements.

Spadework Limited
(A company limited by guarantee)
Registered number: 1820460

Charity balance sheet
As at 31 December 2023

	Note		2023 £		2022 £
Fixed assets					
Tangible assets	12		**963,777**		983,060
Investments	13		**1**		1
			963,778		983,061
Current assets					
Stocks	14	**21,673**		26,318	
Debtors	15	**129,397**		99,929	
Cash at bank and in hand		**164,277**		68,675	
		315,347		194,922	
Creditors: amounts falling due within one year	16	**(182,815)**		(90,428)	
Net current assets			**132,532**		104,494
Total assets less current liabilities			**1,096,310**		1,087,555
Creditors: amounts falling due after more than one year	17		**(123,729)**		(129,602)
Total net assets			**972,581**		957,953
Charity funds					
Restricted funds	18		**52,995**		23,109
Unrestricted funds	18		**919,586**		934,844
Total funds			**972,581**		957,953

The Charity's net movement in funds for the year was £14,628 (2022 - £15,415).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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

Susan Murray
Chair
Date: 25th August 2024

Anthony Young
Treasurer

Consolidated statement of cash flows
For the year ended 31 December 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in operating activities	21	**169,595**	26,643
Cash flows from investing activities			
Fixed Asset Additions		**(66,483)**	(88,987)
Proceeds from Sale of Tangible Fixed Assets		**-**	4,745
Profit on Sale of Fixed Assets		**-**	(1,629)
Net cash used in investing activities		**(66,483)**	(85,871)
Cash flows from financing activities			
Cash inflows from new borrowing		**-**	137,264
Repayments of borrowing		**(5,873)**	(91,952)
Net cash (used in)/provided by financing activities		**(5,873)**	45,312
Change in cash and cash equivalents in the year		**97,239**	(13,916)
Cash and cash equivalents at the beginning of the year		**69,539**	83,455
Cash and cash equivalents at the end of the year	22	**166,778**	69,539

The notes on pages 49 to 66 form part of these financial statements

Notes to the financial statements
For the year ended 31 December 2023

1. General information

Spadework Limited is a company limited by guarantee in the United Kingdom. In the event of the Charitable Company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charitable Company. The address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charitable Company's operations and principal activities are set out on page 2.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Spadework Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 Income

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

Grants are included in the Consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Notes to the financial statements
For the year ended 31 December 2023

2. Accounting policies (continued)

2.3 Expenditure

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

2.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.5 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold land	- Not depreciated
Site improvements	- 5% straight line
Buildings	- 5% straight line
Motor vehicles	- 25% reducing balance
Fixtures and fittings	- Various rates depending on the estimated useful life of the asset
Assets under construction	- Not depreciated until completion

2.7 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2023

2. Accounting policies (continued)

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.9 Debtors

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

2.10 Cash at bank and in hand

Cash at bank and 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.

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.12 Financial instruments

The Group 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Operating leases

Rentals paid under operating leases are charged to the Consolidated statement of financial activities on a straight line basis over the lease term.

2.14 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Donations	117,916	134,833	**252,749**	162,397
Legacies	26,218	-	**26,218**	-
	144,134	134,833	**278,967**	162,397
Total 2022	60,272	102,125	162,397	

4. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Charitable activities	642,439	**642,439**	682,552
Total 2022	682,552	682,552	

Charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Pumpkins	-	**-**	47,036
Catering	-	**-**	900
Logs	-	**-**	160,035
Other activities	31,456	**31,456**	15,962
Sponsorship - Kent County Council	418,548	**418,548**	277,973
Sponsorship - Medway Council	32,452	**32,452**	24,762
Sponsorship - Private	159,983	**159,983**	155,884
	642,439	**642,439**	682,552
Total 2022	682,552	682,552	

5. Income from other trading activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Garden Centre	516,915	**516,915**	425,200
The Food Shed Café	387,459	**387,459**	260,077
Farm shop	158,215	**158,215**	205,142
Logs	124,518	**124,518**	-
Pumpkins	71,808	**71,808**	-
	1,258,915	**1,258,915**	890,419
Total 2022	890,419	890,419	

6. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Bank interest	673	**673**	88
Total 2022	88	88	

7. Other incoming resources

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Profit on sale of fixed assets	-	**-**	1,629
Total 2022	1,629	1,629	

8. Costs on raising funds

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Fundraising events	27,302	**27,302**	23,201
Total 2022	23,201	23,201	

9. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Charitable activities	1,862,842	104,947	**1,967,789**	1,778,015
Total 2022	1,669,120	108,895	1,778,015	

Charitable activities

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Other staff costs	18,661	-	**18,661**	9,638
Vehicle costs	12,870	-	**12,870**	13,256
Office costs	130,923	-	**130,923**	133,887
Professional costs	44,101	-	**44,101**	34,284
Site costs	134,897	16,290	**151,187**	111,322
Bank interest	9,004	-	**9,004**	6,858
Stock purchases	607,719	-	**607,719**	580,965
Auditors' remuneration	12,200	-	**12,200**	10,995
Wages and salaries	789,568	87,548	**877,116**	729,228
National insurance	54,569	-	**54,569**	47,984
Pension costs	19,748	-	**19,748**	16,733
Depreciation	84,657	1,109	**85,766**	82,865
	1,918,917	104,947	**2,023,864**	1,778,015
Total 2022	1,669,120	108,895	1,778,015	

10. Staff costs

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Wages and salaries	**877,116**	729,228	**877,116**	729,228
Social security costs	**54,569**	47,984	**54,569**	47,984
Contribution to defined contribution pension schemes	**19,748**	16,733	**19,748**	16,733
	951,433	793,945	**951,433**	793,945

10. Staff costs (continued)

The average number of persons employed by the Charity during the year was as follows:

	Group 2023 No.	Group 2022 No.	Charity 2023 No.	Charity 2022 No.
Support Workers	**14**	16	**14**	16
Administrator	**7**	5	**7**	5
Managers	**6**	10	**6**	10
Weekend Staff	**14**	15	**14**	15
CIC	**23**	16	**23**	16
	64	62	**64**	62

The average headcount expressed as full-time equivalents was:

	Group 2023 No.	Group 2022 No.	Charity 2023 No.	Charity 2022 No.
Support Workers	**8**	11	**8**	10
Administrators	**2**	2	**2**	1
Managers	**2**	8	**2**	6
Weekend Staff	**5**	3	**-**	-
CIC	**12**	10	**-**	-
	29	34	**12**	17

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

	Group 2023 No.	Group 2022 No.
In the band £80,001 - £90,000	**-**	1
In the band £90,001 - £100,000	**1**	-

During the year the charity's key management personnel received employee benefits (as defined by Charities SORP FRS 102) of £366,760 (2022: £293,385), including employer's national insurance contributions of £31,612 (2022: £28,451) and employer's pension contributions of £9,020 (2022: £7,510).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 December 2023, no Trustee expenses have been incurred (2022 - £NIL).

12. Tangible fixed assets

Group and Charity

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation				
At 1 January 2023	**1,535,817**	**44,412**	**119,690**	**1,699,919**
Additions	**47,447**	**12,995**	**6,041**	**66,483**
At 31 December 2023	**1,583,264**	**57,407**	**125,731**	**1,766,402**
Depreciation				
At 1 January 2023	**607,605**	**29,473**	**79,781**	**716,859**
Charge for the year	**54,585**	**5,087**	**26,094**	**85,766**
At 31 December 2023	**662,190**	**34,560**	**105,875**	**802,625**
Net book value				
At 31 December 2023	**921,074**	**22,847**	**19,856**	**963,777**
At 31 December 2022	928,212	14,939	39,909	983,060

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2023

13. Fixed asset investments

	Investments in subsidiary companies £
Charity	
Cost or valuation	
At 1 January 2023	**1**
At 31 December 2023	**1**
Net book value	
At 31 December 2023	**1**
At 31 December 2022	1

14. Stocks

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Closing stock	**139,976**	120,780	**21,673**	26,318

15. Debtors

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Due within one year				
Trade debtors	**97,841**	78,761	**89,853**	75,636
Other debtors	**84,629**	9,242	**26,218**	9,242
Prepayments and accrued income	**13,326**	15,051	**13,326**	15,051
	195,796	103,054	**129,397**	99,929

16. Creditors: Amounts falling due within one year

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Bank loans	**5,506**	5,506	**5,506**	5,506
Trade creditors	**64,242**	86,182	**33,858**	19,560
Amounts owed to group undertakings	**-**	-	**13,200**	21,018
Other taxation and social security	**91,057**	32,380	**91,057**	32,380
Other creditors	**4,447**	3,619	**4,447**	3,619
Accruals	**34,747**	8,345	**34,747**	8,345
	199,999	136,032	**182,815**	90,428

17. Creditors: Amounts falling due after more than one year

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Bank loans	**123,729**	129,602	**123,729**	129,602

Included within the above are amounts falling due as follows:

Between two and five years				
Bank loans	**22,024**	22,023	**22,024**	22,023
Over five years				
Bank loans	**101,705**	107,579	**101,705**	107,579

Included in creditors is a loan from Natwest Bank, payable over 10 years at a fixed rate of 6.23% pa over the Bank's base rate. During the fixed rate period monthly instalments of £1,175.45 will be payable, with the balance of the loan being due as a final instalment.

18. Statement of funds

Statement of funds - current year

	Balance at 1 January 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2023 £
Designated funds					
Fixed Asset Fund	**981,951**	**-**	**-**	**(18,174)**	**963,777**
General funds					
General Fund	**5,739**	**2,046,161**	**(1,944,247)**	**18,174**	**125,827**
Total Unrestricted funds	**987,690**	**2,046,161**	**(1,944,247)**	**-**	**1,089,604**
Restricted funds					
Buildings Fund	**1,109**	**-**	**(1,109)**	**-**	**-**
National Lottery	**-**	**74,606**	**(74,606)**	**-**	**-**
Other Restricted Funds	**22,000**	**60,227**	**(29,232)**	**-**	**52,995**
	23,109	**134,833**	**(104,947)**	**-**	**52,995**
Total of funds	**1,010,799**	**2,180,994**	**(2,049,194)**	**-**	**1,142,599**

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 January 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2022 £
Designated funds					
Fixed Asset Fund	968,672	-	-	13,279	981,951
General funds					
General Fund	80,099	1,634,960	(1,696,422)	(12,898)	5,739
Total Unrestricted funds	1,048,771	1,634,960	(1,696,422)	381	987,690
Restricted funds					
Buildings Fund	11,382	-	(10,273)	-	1,109
National Lottery	9,404	40,252	(49,656)	-	-
Other Restricted Funds	9,474	61,873	(48,966)	(381)	22,000
	30,260	102,125	(108,895)	(381)	23,109
Total of funds	1,079,031	1,737,085	(1,805,317)	-	1,010,799

The designated **Fixed Asset Fund** represents the net book value of the charity's fixed assets, excluding the value of the restricted Buildings Fund.

The restricted **Buildings Fund** accounts for 'lottery' grants from the Community Fund, expended on buildings and equipment. In accordance with the terms of those grant, there are restrictions on use of those assets which can apply for anything up to 80 years. Accordingly, transfers are made so that the balance on this fund is equal to the net book value of the buildings and equipment to which such restrictions apply.

The restricted **National Lottery Fund** relates to grants received from the National Lottery for various works to make improvements to the Charity's premises.

Other restricted funds relate to immaterial grants and donations received from various organisations or individuals for specific projects.

Transfers out of restricted funds during the year relate to the purchase of capital assets, in accordance with the terms of the restricted grant, and have been transfered to the Charity's designated fixed asset fund as the terms of the restriction have now lapsed.

19. Summary of funds

Summary of funds - current year

	Balance at 1 January 2023 £	**Income £**	**Expenditure £**	**Transfers in/out £**	**Balance at 31 December 2023 £**
Designated funds	**981,951**	**-**	**-**	**(18,174)**	**963,777**
General funds	**5,739**	**2,046,161**	**(1,944,247)**	**18,174**	**125,827**
Restricted funds	**23,109**	**134,833**	**(104,947)**	**-**	**52,995**
	1,010,799	**2,180,994**	**(2,049,194)**	**-**	**1,142,599**

Summary of funds - prior year

	Balance at 1 January 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2022 £
Designated funds	968,672	-	-	13,279	981,951
General funds	80,099	1,634,960	(1,696,422)	(12,898)	5,739
Restricted funds	30,260	102,125	(108,895)	(381)	23,109
	1,079,031	1,737,085	(1,805,317)	-	1,010,799

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	963,777	-	**963,777**
Current assets	449,555	52,995	**502,550**
Creditors due within one year	(199,999)	-	**(199,999)**
Creditors due in more than one year	(123,729)	-	**(123,729)**
Total	1,089,604	52,995	**1,142,599**

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	981,951	1,109	983,060
Current assets	271,373	22,000	293,373
Creditors due within one year	(136,032)	-	(136,032)
Creditors due in more than one year	(129,602)	-	(129,602)
Total	987,690	23,109	1,010,799

21. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2023 £	Group 2022 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**131,800**	(68,232)
Adjustments for:		
Depreciation charges	**85,766**	82,865
(Increase)/decrease in stocks	**(19,196)**	10,098
(Decrease) in debtors	**(48,205)**	(17,588)
Increase in creditors	**19,430**	19,500
Net cash provided by operating activities	**169,595**	26,643

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2023

22. Analysis of cash and cash equivalents

	Group 2023 £	Group 2022 £
Cash in hand	**166,778**	69,539

23. Analysis of changes in net debt

	At 1 January 2023 £	Cash flows £	At 31 December 2023 £
Cash at bank and in hand	**69,539**	**97,239**	**166,778**
Debt due within 1 year	**(5,506)**	**-**	**(5,506)**
Debt due after 1 year	**(129,602)**	**5,873**	**(123,729)**
	(65,569)	**103,112**	**37,543**

24. Pension commitments

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £19,748 (2022: £16,733). Contributions totalling £4,447 (2022: £3,619) were payable to the fund at the balance sheet date and are included in creditors.

25. Operating lease commitments

At 31 December 2023 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Not later than 1 year	**180**	180	**180**	180
Later than 1 year and not later than 5 years	**60**	360	**60**	360
	240	540	**240**	540

26. Related party transactions

During the year the charity purchased various tools, machinery and hand tools for use around the site from J Healey, relation of K Healey (CEO), for £1,000. No balances were outstanding at year end.

Notes to the financial statements
For the year ended 31 December 2023

27. Controlling party

There is no overall controlling party.

28. Principal subsidiaries

The following was a subsidiary undertaking of the Charity:

Name	Company number	Registered office or principal place of business	Principal activity
Spadework Social Enterprises CIC	13099464	Spadework Nursery, Teston Road, Offham, West Malling, Kent, ME19 5NA	To provide commercial support to the Charity and learning opportunities for the trainees

Class of shares	Holding	Included in consolidation
Ordinary	100%	Yes

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) for the year £	Net assets £
Spadework Social Enterprises CIC	**1,258,817**	**(1,088,799)**	**170,018**	**170,019**



spadework
sowing the seeds of opportunity



Spadework, Teston Road, Offham, Kent. ME19 5NA
Tel. 01732 870002 • Website: Spadework.org.uk

@spadework.offham spadework.offham

spadework dementia services
spadework wellbeing services
spadework learning disability services
spadework social enterprises growing the seeds of opportunity

Thanks to Stephanie Peat for design and Singlewell Print for printing this report.

SPADEWORK LIMITED

England & Wales - Charity number 291198

Accounts

spadework
sowing the seeds of opportunity









Trustees' Report and Financial Statements

for year ended 31 December 2022

Registered Charity No. 291198 • Registered Company No. 01820460
Spadework Ltd. • A company limited by guarantee

Spadework Social Enterprises CIC
Registered Company No. 13099464. • Community Interest Company

Reference and administrative details of the charity, its trustees, and advisers

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24 Glen's Story
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Registered Office
Teston Road, Offham, West Malling, Kent, ME19 5NA

Chairman
Susan Murray

Treasurer
Anthony Young

Company Secretary
Anthony Young

Patrons
Tom Tugendhat MBE VR MP
Stephen Betts
George Harvey

Chief Executive Officer
Kris Healey

Trustees of Charity	Date first appointed
Peter Reeves	20/05/2004
Trevor Brazier	23/11/2009
Anthony Young	26/07/2011
Susan Murray	27/09/2011
Edward Hosey	27/11/2013
James Burke	27/11/2013
Reverend James Brown	20/06/2018
Mary Rimmer	19/12/2018
Hayley Brooks	01/04/2021
Nadra Ahmed CBE	01/04/2021

Directors of Spadework Social Enterprises CIC	Date first appointed
Kris Healey	24/12/2020
Susan Murray	01/05/2021
Anthony Young	01/05/2021

Independent Auditor
Kreston Reeves LLP, Montague Place, Quayside, Chatham Maritime, Kent, ME4 4QU

Bankers
NatWest, 718 London Road, Larkfield, Kent, ME20 6AN

Chairman's Introduction



Welcome to our 38th Annual Report. I am delighted to say that 2022 has been one of further success in our charity's life story. I am sure that the parents and supporters of the initial idea to provide meaningful activities for their children could not have envisaged just how Spadework would evolve over the years, not only to provide day care and training for adults with learning disabilities but also to include the care and support for those with early onset dementia and provision of gardening and woodworking for others with mental health issues. We have been able to cater for these additional activities by utilising space on site after the Trainees leave in the early afternoon, with our new services funded by grants.

After two years of closure the enlarged and redecorated Food Shed Café reopened on 23 March and saw many of our old customers return as well as many new ones.

New products in The Garden Centre have attracted more customers to help swell our coffers.

The Farm Shop too, continues to trade successfully and Trustees are looking forward to receiving news regarding our planning application to extend the shop. Should we receive permission, any work will be carried out no earlier than February 2024 due to fundraising issues and the need to build at a time when the site itself is quieter.

In September we were delighted to be named as Disability and Mental Health Charity of the Year at the Kent Charity Awards.

October saw the most amazing month of pumpkin picking, including several nights of picking pumpkins by torchlight! Our Trainees made many pumpkin cookies, which were sold alongside the pumpkins.

Fundraising is getting harder with less money to go round, so I am very grateful for the efforts put in by Tracey Thompson to secure grants not only for specific projects but also to help cover daily costs. Kris Healey entered into successful negotiations with KCC with regard to an uplift in the daily rate and this is gradually coming through. Medway has also increased its daily rate. The combination of these enhanced rates combined with the profits of our Social Enterprise CIC allow us to continue to provide a service of care to all who use our charity.

I would like to thank our staff, our very many volunteers who come from all walks of life, our Trainees and to those who are about to read the Report, I trust you will enjoy a very positive experience.

Sue Murray,
Chairman of the trustees

Spadework 2022 – Key moments in our year

January

- ➜ £512 raised from recyling Christmas trees

February

- ➜ Woodwork for Wellbeing launches Saturday sessions
- ➜ Dementia Services extended to include peer support and activity sessions
- ➜ Fundraising quiz nights resume for first time since pandemic

March

- ➜ Food Shed Café re-opens after two years
- ➜ Accessible areas in Garden Centre extended with block paving

April

- ➜ Easter egg hunt returns on-site
- ➜ Time to Grow wellbeing sessions extended to include Tuesdays

May

- ➜ tmactive Charity Golf Day at Poult Wood raises £2,500
- ➜ Mid-Kent College choose Spadework as charity partner

June

- ➜ Trainees write and perform celebration of Queen's Platinum Jubilee

July

- ➜ CEO celebrates five years in role
- ➜ Trainee Poppy pod is decorated and complete

August

- ➜ Trainees open Spadework Tuck Shop
- ➜ Dementia Information Day

September

- ➜ Spadework named Disability and Mental Health Charity of the Year at Kent Charity Awards
- ➜ First Music and Movement Session, as part of dementia services
- ➜ Trainees choose "pirate" theme for Activity Week

October

- ➜ PYO Pumpkin Festival, with first evening sessions
- ➜ Supporter runs virtual marathon fundraising for Spadework
- ➜ Corporate volunteers make woodland walk more accessible

November

- ➜ First Impact Report published
- ➜ Two apprentices graduate with flying colours
- ➜ Launch of Spadework Memorial Garden project

December

- ➜ Celebration evening for supporters, staff and volunteers
- ➜ 1221 Christmas trees sold
- ➜ 355 hampers sold

Objectives and activities

Spadework is an independent charity based in West Kent and provides meaningful opportunities for vulnerable adults from both Kent and Medway.



Our mission is to enable people to be more independent, less isolated and to lead happier, healthier and more fulfilling lives.

Policies and objectives

Spadework provides care, support and meaningful opportunities for adults with learning and other disabilities (known to us as our Trainees) in arts, crafts, catering, gardening, health, hobbies, horticulture, hospitality, information technology, life skills, performing arts, radio podcasts, retail management, wellbeing and woodwork.

Spadework provides a range of different experiences and activities to enable our Trainees to develop the skills needed to allow them to reach their full potential. As well as providing meaningful opportunities for our Trainees, Spadework provides a number of different services across our site.

We provide two wellbeing services for adults experiencing problems with their mental health (called Time to Grow and Woodwork for Wellbeing) and three dementia services for adults living with dementia (a Memory Café, a Peer Support Group and a Carers' Support Group).

Public benefit

The charity's objective of enabling people to be more independent, is of benefit not only to our Trainees but also to their families, support networks, carers, local authorities and the wider community.

We are fortunate to have many energetic, resourceful and inspirational staff members and volunteers who share our passion and commitment to realising our vision.

At the heart of a rural community, Spadework offers local people a unique place to meet friends, recharge their batteries and enjoy the interaction with our beneficiaries. Our safe and stimulating site enables vulnerable adults to feel accepted for who they are, gain new skills and access new opportunities.

We provide an oasis for our local community, providing a positive and uplifting space to help bring everyone together, be it someone faced with bereavement, a life-changing health diagnosis, an ageing parent, a family celebration, a club meeting or social event. The interactions that occur on our five-acre site are often emotional, meaningful and heartening.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'







Our purpose

- **We passionately believe that adults with learning and other disabilities should not be held back from enjoying a full life because of other people's perceptions about what they can and cannot do.**

- **We passionately believe that people living with dementia and those experiencing problems with their mental health can have a better quality of life if they and their carers have access to activities that enable them to have meaningful experiences.**

At Spadework people are supported to:

- Be more **independent** and better prepared for life outside of their family and Spadework.

- Have an increased sense of **self-worth, belonging, and purpose** by feeling the value of doing a good job, being part of something bigger than themselves, playing an active part in the community and **feeling accepted for who they are**.

- **Reduce their feelings of isolation** and increase their **connections with others** by feeling part of a team, accepting each other's abilities and supporting other Trainees.

- Be **happier** and **healthier** and have **increased mental wellbeing**.





What we do

Our Trainees, who are adults with learning disabilities, come on site each weekday and are involved in everything that we do.

The activities fall broadly into three categories:

Horticulture

Creative arts, and performing arts, and woodwork

Skills for life

Our Trainees choose in which of the activity groups they would like to participate. Our staff assist the Trainees in making these choices to ensure that they experience a variety of activities, develop new skills, feel what it is like to experience change and spend time alongside new people. The activities take place in eight-week cycles, after which our Trainees choose the next activity. This allows them to see projects develop over time, use the skills they learn and to be part of a team.

"I like to continue working on something we started the week before."

Trainee K



Jordan's Story*

For Spadework staff there are days when little moments can mean so much. For Lorna, one of our lifeskills co-ordinators, one such day came when she was working with a group of four Trainees in the Orange Room kitchen. The group included Jordan, who has been coming to Spadework for nine years. He has learning disabilities and is autistic.

Jordan was usually the last Trainee to join in, preferring to stay outside the kitchen until the last minute. Once inside, he often spent his time pacing up and down, rarely speaking. On this occasion, however, when Lorna asked him if he would like to do the washing-up, he asked her where things should go. To her surprise, it was soon job done.

The Trainees then started making jacket potato fillings. Jordan had often helped to make the fillings but never ate them, preferring instead to have the packed lunch prepared by his mother. This time when Lorna asked him if he would like a potato, another surprise: he said yes. Jordan opted for a cheese filling and even tried the sweet potato and red pepper soup that was being made. He said he really liked it.

Then it was time for the Trainees to put jam on a sponge cake. Jordan chose to taste a tiny slither. Lorna told Jordan not to worry if he could not manage it all, but he ate every single piece – and went on to try the custard.

Having told Jordan how proud she was of him, Lorna could not wait to tell her work colleagues about his day. She said that a different Jordan had walked out of the Orange Room that day – and hoped that the same Jordan would turn up the following week.

Having heard about the day, Jordan's mother said: "He is very much a creature of habit. It's difficult to get him to eat anything anywhere else."

She only found out that he had eaten something different at Spadework when the Care team called her. She said that Jordan never says what he has been doing during the day at Spadework.

"The team at Spadework have a real talent for getting him to do what they want him to do in the nicest possible way," she said. "He would prefer to wheel a barrow around all day, but they have managed to get him inside and try different things, which is amazing. I don't know what their secret is because we can't get him to do those things.

"Spadework has made a massive difference. He's going out two days a week and has to get up at a certain time and go out and do the things he is asked to do. He has to stick to the 'rules'. For example, if he wants a day off or wants to change where he is working at Spadework, he has to consider other people."

Jordan lives at home with his parents. He started coming to Spadework because they wanted him to have a purpose. He regularly attends social clubs with his carers, but his mother says it is the routine and purpose he has at Spadework that have helped him progress "in leaps and bounds".

She says that at home he can be very loud and occasionally aggressive. "When he first started at Spadework, he was very tired when he got home. That was good because that got rid of lots of energy. The social aspect is also important. Getting out of the same routine and doing something different every time he is there means he is learning new skills, reconnecting with friends and making new friends.

"He doesn't tell us what he has been doing. The Care team have been very good. If they have seen he has had a really good day, they'll let us know."

She added: "He has more patience now because he has to consider other people. He's a lot more tolerant than he used to be. Spadework has certainly made a massive difference to him and to us."

Although Jordan has plenty of interests – he takes photographs, watches planes, sings and calls bingo at one of his social clubs – his mother said: "He loves the people at Spadework. He has gone from being very shy to being able to express his feelings.

"We want him to learn as much as he possibly can so he can at least do some things for himself without having to rely on too many people."

"I think Spadework should be all over the country," his mother said. "They should be everywhere because there is such a need for it."

*name has been changed



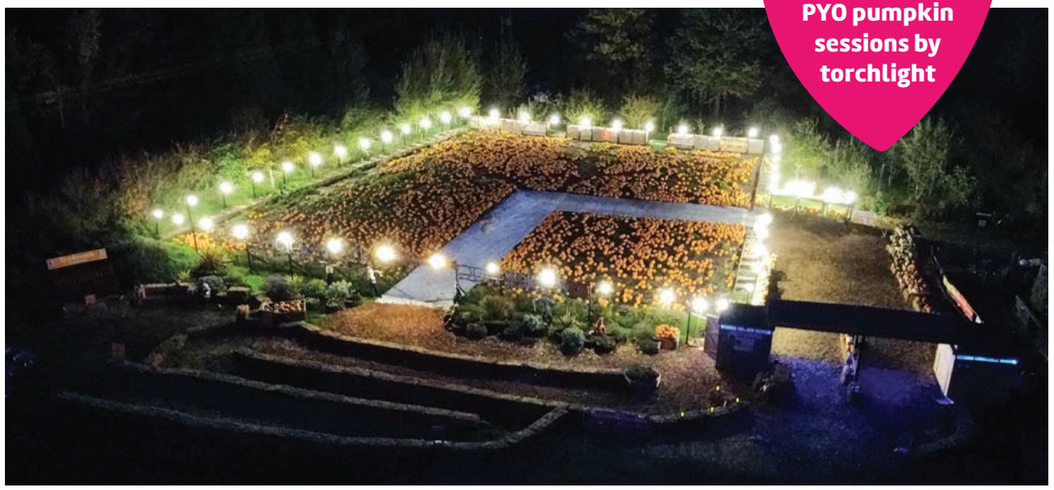
In 2022, we sold 10,419 pumpkins







In 2022 we held four PYO pumpkin sessions by torchlight



Horticulture

Our five-acre site contains our vegetable gardens, pumpkin gardens and cut flower gardens. It is also where we grow herbs used in the Café. In spring and summer we grow vegetables that are sold in the Farm Shop. The site needs constant attention from a gardening perspective: cutting grass, trimming hedges, weeding, planting and growing seeds. Our Trainees love getting involved. In 2022 we recreated a nature area, replanted the allotment gardens and generally got the site back under control after the pandemic.

Fact **More than 100 metres of native hedgerow trees planted**

"I like different types of pumpkins – we grow them from seeds that we keep and sell to customers. I loved that... It makes me happy to see food grown from seed to pumpkin and then go to the customer."

Trainee H





Fact

Our much-loved Christmas reindeer sold out by mid-December







We made more than 150 reindeer for sale in the Garden Centre





Creative arts, and performing arts, and woodwork

The Queen's Platinum Jubilee provided us with the opportunity to work with our partner Square Peg Arts and write and perform a play. Using the whole of the site, it was watched by Trainees, parents and carers.

It included a song the Trainees had written. Other craft projects included making bunting and a wall hanging to celebrate the Platinum Jubilee, creating signs for our fundraising Easter egg hunt and Christmas decorations for sale in the Garden Centre.

More than 1, 000 spiced pumpkin cookies were made and sold in October













Skills for life

In our Orange and Purple Rooms our Trainees acquire and practise skills that will enable them to be more independent. Cooking and food preparation is at the heart of the Trainee Kitchen in the Orange Room. Each week the Trainees choose and prepare foods alongside our lifeskills co-ordinator.

The final week of an eight-week rota calls for creativity as our Trainees cook what they find in the cupboard. In the Purple Room Trainees learn about healthy foods, healthy relationships, how to manage money and skills that can be directly applied to life situations.

The Tuck Shop Trolley

In 2022 the Tuck Shop generated £3,067

An example of a collaborative Trainee-led project, where food preparation and cooking meet woodwork and retailing!



Our Trainees identify there are volunteers, staff and Trainees who need something to supplement their packed lunch.



They know fresh snacks could be prepared in the morning in the Orange Room (the Trainee kitchen) and then sold at lunchtime.



In August the Trainees open the shop, setting up a table in the doorway of the Purple Room, adjacent to the kitchen.



Sensing an opportunity to make the Tuck Shop more eye-catching, the mobile Tuck Shop was created in woodwork.



Launched in September, it stands six feet tall, five feet long and four feet wide.



Volunteers and staff are delighted with the shop. There is often a queue.

Impact

Trainee skill development
- Planning • Food preparation • Healthy eating • Presentation • Pricing food
- Serving customers • Healthy choices • Taking payment • Counting takings
- Money given to office • Working together • Taking part in a small business

Benefit to the charity
- Focal point of lunchtime • Brings together Trainees, staff and volunteers
- Generates income • Self-sustaining

Impact against our mission
- Project with a purpose • Trainees feel responsible
- Sense of achievement and pride • Fulfilling project

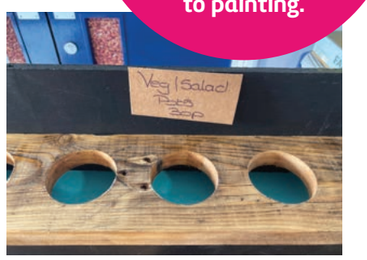
"The Tuck Shop is about working together, building trust and making healthy choices. Everyone who has contributed is proud of the part they have played."

Gill Speed, Head of Care and Training

Everything was made from scratch, much of it using palette wood, utilising the best skills of our Trainees, from woodwork to painting.







Dementia Services



The additional services that we launched last year have continued to be well used. We have had more inquiries from local people looking to support individuals with an early diagnosis of dementia and young- onset dementia.

We continued to run our Monday afternoon Memory Café and Carers Support Group. In addition, we began running a music and movement group with tmactive. A new singing group was fully booked soon after we announced its launch, while our young onset carers group was our second busiest service in 2022.

In August we hosted an information and advice open day. Representatives from 11 organisations were present to answer questions and talk to local people about the wider services that are available. These included Alzheimer's and Dementia Support Services (ADSS), Crossroads Kent and Age UK Maidstone and Medway. Around 100 local people attended to find out more. The feedback we had from the event was very positive and we will host more days in the future.

To assist with the delivery of our dementia services, we recruited more volunteers and currently have seven people who assist our Dementia Services Manager.

In response to the increased demand for these services we will be introducing more groups in 2023, including a regular dementia day drop-in service for anyone wanting more information about dementia.

Dementia Sessions January to December 2022

	Memory cafe	Music and movement	Singing	Young onset carers group
Number of sessions	12	3	3	12
Total number of attendances	218	24	51	133
Total number of hours	24	4.5	6	24
Total number of people living with dementia supported	40	8	11	5
Total number of carers supported	49	8	13	10
Total number of individuals supported	89	16	24	15





Wellbeing Services



During 2022 we extended the services we offer to people experiencing problems with their mental health.

Our Gardening for wellbeing groups (called Time to Grow) were extended to twice a week. In February we started a new wellbeing initiative that focused on regular woodwork groups (called Woodwork for Wellbeing). From March, these were offered regularly on a Saturday morning.

These groups are hosted in our woodwork space and one of our outside spaces, which is a wonderfully creative space!

A Time to Grow project that has taken shape during the last 12 months is the reclamation of one of our existing covered tunnels and turning it into a fruit growing area. The space is approximately 19 metres long and 10 metres wide.



While the project is still very much a work in progress it's an example of how Spadework's wellbeing services interface with our other activities. It will be a space that in time our Trainees will also be able to tend.

Some of the people who have attended these wellbeing groups are 'moving on' because they feel that have benefitted from their time at Spadework. Seven people have moved back into work, full time education, or have had promotions since participating.





"Woodwork for Wellbeing has provided me with the outlet and connection with others that I needed. It has helped me to sustain and continue to build on the changes I want to make to my life."

Wellbeing Sessions January to December 2022

	Time to Grow	Woodwork for Wellbeing (from March)
Number of sessions	63	28
Total number of attendances	302	263
Total number of hours	906	789
Total number of individuals supported	14	27

In 2023 we will be extending our wellbeing services to include other interests, like walking, reading and craft.

Woodwork for Wellbeing at Spadework





Glen's story

Glen* has been attending Woodwork for Wellbeing sessions since March 2022. At first, he attended fortnightly and now he comes each week.

Glen's home life is centred around looking after his teenage son, who experiences high levels of anxiety and is unable to regulate his emotions.

"As a result," says Glen, "I became very isolated as my son was unable to leave the house other than to go to school or to go out with other family members. My world had shrunk to just interacting with my family. I had given up work."

Glen spent a lot of time with adults who were dealing with special educational needs and his friends had no idea of the challenges he faced at home.

"I had become very lonely, but also very frustrated with life. I wanted to do so much more but couldn't because my life at any moment could require me to dedicate all my time to my son at the drop of a hat, whether that was because he couldn't cope in school and needed to be collected or whether it was through bringing my focus and attention to help him understand and regulate his emotions."

*Name has been changed to preserve anonymity

"I cannot describe how brilliant it is to be amongst a group of people who are all there, in their own way, supporting each other."

Glen's wife became aware of Spadework's Woodwork for Wellbeing sessions through our Facebook posts and suggested he might like to join the group.

"Before I started at Woodwork for Wellbeing, I knew what I needed to do to improve my mental health, but I could never sustain it. My life was still lonely, challenging. I could take steps to improve my mental health but sooner or later something in my home life would drag me back down.

"I had an interest in woodwork and I was keen to learn more. These sessions have allowed me to make new friends and connections with people who understood that everyone has their challenges but, also, did not need to know, sympathise or (probably most importantly) dwell on the difficulties of life.

"Woodwork for Wellbeing has provided me with the outlet and connection with others that I needed. It has helped me to sustain and continue to build on the changes I want to make to my life.

"The group has also provided me with an opportunity to understand and develop ideas for my future work and dreams. I want to set up an organisation supporting children and their families as well as young people generally with their mental health."

The sessions have involved fixing furniture and making small woodwork items. "It's not the projects it's the people," Glen said. "I cannot describe how brilliant it is to be amongst a group of people who are all there, in their own way, supporting each other. The woodwork projects mean that we all connect without the awkwardness of those 'coffee mornings' that are so popular in the SEND [Special Educational Needs and Disability] world.

"Spadework's Woodwork for Wellbeing sessions give you the opportunity to do and learn so much, whether it's about learning a new skill, having a purpose, and seeing the achievement of making something, or simply making a connection with other people. It's the camaraderie, conversation and fun that is the thing for me.

"It's fun, it helps, and it makes a difference. What more can you ask? The impact has been huge, yet I'm sure to the outside world the change in me has been barely noticeable."



9,366 breakfasts served in the Cafe









Spadework Social Enterprises

Our Café, Garden Centre and Farm Shop have continued to be a reason many local people visit us. Under the guidance of our Garden Centre and Farm Shop Manager, we have increased the range of products that we stock, to include more varieties of plants and a greater range of composts, tools and garden living items. We have also recruited and retained some knowledgeable staff who have improved the way we merchandise our stock. Albeit with the limitations of a polytunnel structure, we have also managed to improve the look and feel of the Garden Centre. Many customers have commented positively on the transformation.

Many local people were relieved when the Food Shed Café reopened after two years. In April we were once again serving our very popular breakfasts, as well as toasted sandwiches, jacket potatoes, cakes and biscuits as well as hot and cold drinks.

The Farm Shop had an excellent year. It is popular for locals for small items like bread and milk. However, many people who visited us last year have returned to supermarket shopping. We have introduced new ranges, like gluten-free and frozen ready meals to try and attract both new customers and encourage existing customers to spend more, but this has been against the backdrop of a cost-of-living crisis. The aim of our Shop continues to be to serve the local community and to support local growers and producers. We are members of Produced in Kent. We are currently investigating ways of invigorating the Spadework Farm Shop.

A very big Spadework, "Thank you."





Fundraising

With financial challenges everywhere, 2022 was always going to be a tricky year for fundraising. Our National Lottery Community Foundation grant came to an end, but we have been fortunate to benefit from a regular income stream over the last few years to help us deliver our activities and the funds to build our new classrooms.

We have acquired a new community defibrillator, courtesy of The Hospital Saturday Fund, and our Trainees and dementia music classes have benefited from some new musical percussion instruments, courtesy of Music for All.

As always, our local Asda, Tesco, Waitrose and Co-op have helped us raise funds throughout the year. The West Malling Arts Society purchased the paint for Charlotte Gardner, owner of The Drawing Rooms in West Malling, to complete the first of our three outdoor murals. We love some local collaboration and the plan is to finish them in 2023.









The McLay Dementia Trust is supporting the delivery of our dementia services and the Oliver Ford Foundation will be helping us purchase a new truck.

We must also extend our thanks to Kent Community Foundation and Fidelity for their continued support. Their support enabled us to publish our first Impact Report, which will be updated annually.

With an ambition to increase and diversify our income streams, in 2022 we formalised a strategy for corporate fundraising.

Our existing partner, Mid Kent College, continues to support us with volunteer days and presenting opportunities for us to have a presence at events to raise our profile.

tmactive (Tonbridge and Malling Leisure Trust) came on board in May and have been pro-active in fundraising for us.

A charity Golf Day, generated a donation of £2500 for Spadework.

We are looking to build a pipeline of businesses interested in formalising an arrangement with us and now have a process for on-boarding which includes due diligence on any company that expresses interest.

In 2022 we benefited from 355 hours of corporate volunteering from companies including Allianz, Seasalt (Sevenoaks), Cabot Financial, Nat West, Gallagher, Fidelity and Logistics UK.

Many other people and organisations have helped us over the year too. In 2022 we held our first fundraising quizzes, since the pandemic and hosted an on-site Easter Egg Hunt. In December we held a Celebration evening to thank all of our supporters and in 2023 will return to a fuller programme of Community fundraising events.

We are grateful to have the support of a wide range of organisations and individuals as well as those who shop in in our Garden Centre, Cafe and Farm Shop.

Thank you.

Awards

In September 2022 we were honoured to be recognised as Disability and Mental Health Charity of the Year at the Kent Charity Awards. The awards recognise the contribution of charities in making the lives of local people better.

Against the backdrop of the pandemic, the immediate effect of winning in 2022 was to send a wave of positivity through our beneficiaries, our staff and our volunteers. Receiving public recognition for the hard work that goes in every day to deliver our service gave us an opportunity to celebrate.

During the second lockdown two volunteers came on site to assist us with our pumpkin patch. We eventually learned that during the first lockdown their daughter, who lived on her own, had passed away. Her parents told us how grateful they were that they had been able to volunteer at Spadework, which helped them to deal with their grief.

We realised there were plenty more people who could benefit from our services. As a result, we launched Time to Grow, our gardening for wellbeing service enabling people within the local community to come on site and garden. Our Woodwork for Wellbeing sessions enable people to socialise using our woodwork workshop as a base, with a coffee and a piece of cake.

The introduction of weekly memory cafes, peer support and carer groups were the



beginning of the provision of new services for people living with dementia. We appointed a dementia services co-ordinator to bring in the expertise we need to deliver services.

These new services have increased the reach of Spadework, enabled us to generate more income and to use the infrastructure to benefit more people more of the time. This award was recognition of our evolution.

We talk about helping people live healthier, happier and more fulfilling lives and this award has helped us to do that.

We were shortlisted with two other amazing charities for this award. We have had a close relationship with one of the finalists, The Fifth Trust in Canterbury for the past six years. The other shortlisted finalist was Maidstone Mencap Charitable Trust and as a result of winning this award we have developed closer ties with them.

It has given confidence to our stakeholders and supporters.

We are proud to have been recognised with this award and are using the recognition to further extend the work we do to support our community.

Sustainability

We want to reduce our emissions. In 2022 we have been fortunate to receive advice to help us analyse and begin our journey to decarbonise.

This advice has been possible through government funding, which enabled a Decarbonisation Adviser to visit us and calculate our carbon footprint in 2021 and then review it for the 12 months of 2022.

We are pleased that we have reduced our carbon footprint from 36.02 tCO2e to 9.78 tCo2e. In effect we have reduced our emissions by 73 per cent.

Primarily this has been achieved by no longer using kerosene in our greenhouses. We made a conscious decision to change our operating model. By growing and stocking fewer plants that need warm conditions we've changed our energy needs. We also reduced our electricity usage by 23 per cent in 2022 compared to 2021. This is reflected in our improved carbon footprint.

We are also mindful of the emissions produced by the Spadework trucks. Through careful scheduling of deliveries of items like logs, flowers, veg boxes and Christmas trees, we are trying to ensure we use fuel efficiently. We work out routes that are optimised to save fuel and reduce the number of journeys we take.

We are pleased we have achieved this and we will now be signing up to the Government's SME Climate Commitment.



Challenges

2022 has been a challenging year. New framework contracts for statutory funding from KCC did not kick in until six months later than due. As costs increased the value of the contracts, even at the higher rate was less than anticipated. This placed additional pressure on the income generated by our social enterprises, which performed well.

The energy crisis has impacted us in two ways. Firstly, while it meant demands for our logs increased, we struggled to keep up with the demand. This is a challenge for our staff who want to take and fulfil every order and for our Garden Centre and Farm Shop Manager who purchases the logs.

Sometimes we were simply unable to source logs and there were several weeks when we had sold out. In the future we will look at how we can protect this income, perhaps by being able to store more logs on site. We are collaborating with the Fifth Trust to understand the logistics of their log sales operation.

The second way the energy crisis has impacted us is to increase our energy costs. We have a high consumption of electricity and are looking at ways to reduce this. In addition, despite the fact that we have access to the bore water of our farming neighbour (and patron Stephen Betts), our bill increased from £1300 in 2021 to £4830 in 2022.

We endeavour to find income from other revenue streams, but it has been hard even to stand still in the current economic climate. The increased demand for our services puts more pressure on our existing income.

With a similar economic outlook for 2023, alongside the changing weather patterns which influence our Garden Centre sales, we anticipate another challenging year.









The future

We will:

- Continue to provide the **highest quality person centred-care** to the three distinct vulnerable groups that we serve.
- **Support our staff** in their day-to-day roles, with a focus on **their wellbeing**, and provide access to learning that will **develop their skills.**
- Continue t**o build an exceptional team of staff and volunteers** who understand our mission.
- **Grow our supporter base** to contribute to our financial sustainability, **generating income and creating partnerships.**
- Continue our journey to **decarbonise our operations.**
- Monitor **our financial position** closely to ensure we can continue to deliver our services and to support our community.
- **Forge and evolve collaborative relationships** with other charities and local organisations, so we remain at the heart of our community.
- **Measure the impact** of our work against our mission.



Financial Statement



Financial Review

a. Reserve policy
Our objective is to achieve a position where the income from local authority grants and from the supporting activities meet the full operational costs of the charity, allowing all donations to be used for new capital projects and to allow for the creation of a reserve fund. Over the last few years our dependence on donations to cover operational shortfalls has been reducing. We would ideally like to build a reserves buffer of around £150,000 to enable the charity to continue operating whilst we achieve this goal.

- General reserves at 31 December 2021 amounted to £5,739 (2021 – £80,099), designated funds totalled £981,951 (2021 – £968,672) and restricted funds were £23,109 (2021 – £30,260) giving total funds of £1,010,799 (2021 – £1,079,031).
- At 31 December 2022, net current assets totalled £157,341 (2021 – £178,865).

Structure, governance and management

a. Company status
Spadework Ltd is a charitable company limited by guarantee with no share capital. The company was incorporated on 30 May 1984 and is governed by its Memorandum and Articles of Association.

b. Governance and internal control
The Board of Trustees is responsible for selecting and recruiting suitably skilled Trustees. One third of the Trustees retire from office at each Annual General Meeting. A retiring trustee is eligible for re-election, and there is no limit on the number of times a trustee may be re-elected.

c. Risk management
The Trustees have assessed the major risks to which the charity is exposed and, in particular, those related to the operations and finances of the charity. They are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

The Trustees have developed a formal risk management process to assess business risks and implement risk management strategies. This involves reviewing the risks the charity faces, prioritising them in

Financial Statement



terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks in line with a risk profile accepted by the board.

The most significant risk facing the charity is a reduction in our funding. A reduction in income would impact on the charity's ability to continue to operate. In terms of mitigating the risk, we strive to ensure that the income derived from our Day Opportunity Services and other supporting activities are maximised and that we are working towards identifying new funding streams.

Basis for preparation of accounts

The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the group and the Charity qualify as small under section 383 of the Companies Act 2006, the Group strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Charity 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).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

Financial Statement



- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

Auditor

The auditor, Kreston Reeves LLP, has indicated his willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Sue Murray, Chairman
Date: 19th May 2023

Independent auditor's report to the Members of Spadework Limited

Opinion

We have audited the financial statements of Spadework Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, 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 Group's and of the parent charitable company's affairs as at 31 December 2022 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent 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.

Independent auditor's report to the Members of Spadework Limited (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our 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 Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent 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

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent 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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Independent auditor's report to the Members of Spadework Limited (continued)

Auditor's responsibilities for the audit of the financial statements

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

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

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the group and charitable sector generally, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of noncompliance with laws and regulations related to safeguarding, health and safety, antibribery and employment law. We considered the extent to which noncompliance 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, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of noncompliance throughout the audit. 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 increase revenue or reduce expenditure and management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of noncompliance with laws and regulations and fraud; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud; and
- Conducting interviews with appropriate personnel to gain further insight into the control systems implemented, and the risk of irregularity; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant regulatory authorities; and
- Physical inspection of tangible assets susceptible to fraud or irregularity; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud.

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.

Spadework Limited
(A company limited by guarantee)

Independent auditor's report to the Members of Spadework Limited (continued)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kreston Reeves LLP

S M Robinson BA FCA FCIE DChA (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

Montague Place

Quayside

Chatham Maritime

Chatham

Kent

ME4 4QU

Date: 5th June 2023

Spadework Limited
(A company limited by guarantee)

Consolidated Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 December 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	3	**60,272**	**102,125**	**162,397**	369,023
Charitable activities	4	**682,552**	**-**	**682,552**	604,980
Other trading activities	5	**890,419**	**-**	**890,419**	641,540
Investments	6	**88**	**-**	**88**	13
Other income	7	**1,629**	**-**	**1,629**	-
Total income		**1,634,960**	**102,125**	**1,737,085**	1,615,556
Expenditure on:					
Raising funds		**27,302**	**-**	**27,302**	23,201
Charitable activities	9	**1,669,120**	**108,895**	**1,778,015**	1,604,992
Total expenditure		**1,696,422**	**108,895**	**1,805,317**	1,628,193
Net expenditure		**(61,462)**	**(6,770)**	**(68,232)**	(12,637)
Transfers between funds	18	**381**	**(381)**	**-**	-
Net movement in funds		**(61,081)**	**(7,151)**	**(68,232)**	(12,637)
Reconciliation of funds:					
Total funds brought forward		**1,048,771**	**30,260**	**1,079,031**	1,091,668
Net movement in funds		**(61,081)**	**(7,151)**	**(68,232)**	(12,637)
Total funds carried forward		**987,690**	**23,109**	**1,010,799**	1,079,031

Spadework Limited
(A company limited by guarantee)
Registered number: 1820460

Consolidated balance sheet
As at 31 December 2022

	Note		2022 £		2021 £
Fixed assets					
Tangible assets	12		**983,060**		980,054
			983,060		980,054
Current assets					
Stocks	14	**120,780**		130,878	
Debtors	15	**103,054**		85,466	
Cash at bank and in hand		**69,539**		83,455	
		293,373		299,799	
Creditors: amounts falling due within one year	16	**(136,032)**		(120,934)	
Net current assets			**157,341**		178,865
Total assets less current liabilities			**1,140,401**		1,158,919
Creditors: amounts falling due after more than one year	17		**(129,602)**		(79,888)
Total net assets			**1,010,799**		1,079,031
Charity funds					
Restricted funds	18		**23,109**		30,260
Unrestricted funds	18		**987,690**		1,048,771
Total funds			**1,010,799**		1,079,031

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

Anthony Young
Treasurer
Date: 22nd May 2023

Susan Murray
Chair

Spadework Limited
(A company limited by guarantee)
Registered number: 1820460

Charity balance sheet
As at 31 December 2022

	Note		2022 £		2021 £
Fixed assets					
Tangible assets	12		**983,060**		980,054
Investments	13		**1**		1
			983,061		980,055
Current assets					
Stocks	14	**26,318**		33,942	
Debtors	15	**99,929**		85,466	
Cash at bank and in hand		**68,675**		83,455	
		194,922		202,863	
Creditors: amounts falling due within one year	16	**(90,428)**		(162,121)	
Net current assets			**104,494**		40,742
Total assets less current liabilities			**1,087,555**		1,020,797
Creditors: amounts falling due after more than one year	17		**(129,602)**		(79,888)
Total net assets			**957,953**		940,909
Charity funds					
Restricted funds	18		**23,109**		30,260
Unrestricted funds	18		**934,844**		910,649
Total funds			**957,953**		940,909

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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

Anthony Young
Treasurer
Date: 22nd May 2023

Susan Murray
Chair

Spadework Limited
(A company limited by guarantee)

Consolidated statement of cash flows
For the year ended 31 December 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	21	**26,643**	57,997
Cash flows from investing activities			
Fixed Asset Additions		**(88,987)**	(265,524)
Proceeds from Sale of Tangible Fixed Assets		**4,745**	-
Profit on Sale of Fixed Assets		**(1,629)**	-
Net cash used in investing activities		**(85,871)**	(265,524)
Cash flows from financing activities			
Cash inflows from new borrowing		**137,264**	-
Repayments of borrowing		**(91,952)**	(5,190)
Net cash provided by/(used in) financing activities		**45,312**	(5,190)
Change in cash and cash equivalents in the year		**(13,916)**	(212,717)
Cash and cash equivalents at the beginning of the year		**83,455**	296,172
Cash and cash equivalents at the end of the year	22	**69,539**	83,455

The notes on pages 48 to 65 form part of these financial statements

Notes to the financial statements
For the year ended 31 December 2022

1. General information

Spadework Limited is a company limited by guarantee in the United Kingdom. In the event of the Charitable Company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charitable Company. The address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charitable Company's operations and principal activities are set out on page 2.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Spadework Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 Income

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

Grants are included in the Consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2022

2. Accounting policies (continued)

2.3 Expenditure

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

2.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.5 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold land	- Not depreciated
Site improvements	- 5% straight line
Buildings	- 5% straight line
Motor vehicles	- 25% reducing balance
Fixtures and fittings	- Various rates depending on the estimated useful life of the asset
Assets under construction	- Not depreciated until completion

2.7 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2. Accounting policies (continued)

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.9 Debtors

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

2.10 Cash at bank and in hand

Cash at bank and 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.

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.12 Financial instruments

The Group 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Operating leases

Rentals paid under operating leases are charged to the Consolidated statement of financial activities on a straight line basis over the lease term.

2.14 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	**Total funds 2022 £**	Total funds 2021 £
Donations	60,272	102,125	**162,397**	191,079
Government grants	-	-	**-**	177,944
	60,272	102,125	**162,397**	369,023
Total 2021	282,421	86,602	369,023	

Goverment grants include furlough income of £Nil (2021: £177,944) received through the government's furlough scheme during the COVID-19 pandemic.

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Charitable activities	682,552	**682,552**	604,980
Total 2021	604,980	604,980	

. Charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Pumpkins	47,036	**47,036**	54,534
Catering	900	**900**	-
Logs	160,035	**160,035**	97,431
Other activities	15,962	**15,962**	5,160
Sponsorship - Kent County Council	277,973	**277,973**	243,194
Sponsorship - Medway Council	24,762	**24,762**	40,132
Sponsorship - Private	155,884	**155,884**	164,529
	682,552	**682,552**	604,980
Total 2021	604,980	604,980	

5. Income from other trading activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Garden Centre	425,200	**425,200**	380,167
The Food Shed Café	260,077	**260,077**	2,925
Farm shop	205,142	**205,142**	258,448
	890,419	**890,419**	641,540
Total 2021	641,540	641,540	

6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Bank interest	88	**88**	13
Total 2021	13	13	

7. Other incoming resources

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Profit on sale of fixed assets	1,629	**1,629**	-

8. Costs on raising funds

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Fundraising events	27,302	**27,302**	23,201
Total 2021	23,201	23,201	

9. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
Charitable activities	1,669,120	108,895	**1,778,015**	1,604,992
Total 2021	1,515,412	89,580	1,604,992	

. Charitable activities

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Other staff costs	9,638	-	**9,638**	5,406
Vehicle costs	13,256	-	**13,256**	9,261
Office costs	133,887	-	**133,887**	141,931
Professional costs	34,284	-	**34,284**	29,259
Site costs	73,033	38,289	**111,322**	132,812
Bank interest	6,858	-	**6,858**	5,286
Stock purchases	580,965	-	**580,965**	435,985
Auditors' remuneration	10,995	-	**10,995**	8,450
Wages and salaries	668,895	60,333	**729,228**	705,858
National insurance	47,984	-	**47,984**	48,078
Pension costs	16,733	-	**16,733**	15,523
Depreciation	72,592	10,273	**82,865**	67,143
	1,669,120	108,895	**1,778,015**	1,604,992
Total 2021	1,515,412	89,580	1,604,992	

10. Staff costs

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Wages and salaries	**729,228**	705,858	**729,228**	705,858
Social security costs	**47,984**	48,078	**47,984**	48,078
Contribution to defined contribution pension schemes	**16,733**	15,523	**16,733**	15,523
	793,945	769,459	**793,945**	769,459

10. Staff costs (continued)

The average number of persons employed by the Charity during the year was as follows:

	Group 2022 No.	Group 2021 No.	**Charity 2022 No.**	Charity 2021 No.
Support Workers	**16**	18	**16**	18
Administrator	**5**	4	**5**	4
Managers	**10**	9	**10**	9
Weekend Staff	**15**	12	**15**	12
CIC	**16**	-	**16**	-
	62	43	**62**	43

The average headcount expressed as full-time equivalents was:

	Group 2022 No.	Group 2021 No.	**Charity 2022 No.**	Charity 2021 No.
Support Workers	**11**	15	**10**	15
Administrators	**2**	2	**1**	2
Managers	**8**	9	**6**	9
Weekend Staff	**3**	6	**-**	6
CIC	**10**	-	**-**	-
	34	32	**17**	32

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

	Group 2022 No.	Group 2021 No.
In the band £80,001 - £90,000	**1**	-
In the band £90,001 - £100,000	**-**	1

During the year the charity's key management personnel received employee benefits (as defined by Charities SORP FRS 102) of £293,385 (2021: £302,270), including employer's national insurance contributions of £28,451 (2021: £28,410) and employer's pension contributions of £7,510 (2021: £6,275).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 December 2022, no Trustee expenses have been incurred (2021 - £NIL).

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2022

12. Tangible fixed assets

Group and Charity

	Freehold property £	**Motor vehicles £**	**Fixtures and fittings £**	**Assets under construction £**	**Total £**
Cost or valuation					
At 1 January 2022	**1,326,347**	**44,412**	**116,683**	**128,460**	**1,615,902**
Additions	**81,010**	**-**	**7,977**	**-**	**88,987**
Disposals	**-**	**-**	**(4,970)**	**-**	**(4,970)**
Transfers between classes	**128,460**	**-**	**-**	**(128,460)**	**-**
At 31 December 2022	**1,535,817**	**44,412**	**119,690**	**-**	**1,699,919**
Depreciation					
At 1 January 2022	**556,401**	**24,505**	**54,942**	**-**	**635,848**
Charge for the year	**51,204**	**4,968**	**26,693**	**-**	**82,865**
On disposals	**-**	**-**	**(1,854)**	**-**	**(1,854)**
At 31 December 2022	**607,605**	**29,473**	**79,781**	**-**	**716,859**
Net book value					
At 31 December 2022	**928,212**	**14,939**	**39,909**	**-**	**983,060**
At 31 December 2021	769,946	19,907	61,741	128,460	980,054

13. Fixed asset investments

Charity	Investments in subsidiary companies £
Cost or valuation	
At 1 January 2022	**1**
At 31 December 2022	**1**
Net book value	
At 31 December 2022	**1**
At 31 December 2021	1

14. Stocks

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Closing stock	**120,780**	130,878	**26,318**	33,942

15. Debtors

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Due within one year				
Trade debtors	**78,761**	45,419	**75,636**	45,419
Other debtors	**9,242**	2,538	**9,242**	2,538
Prepayments and accrued income	**15,051**	37,509	**15,051**	37,509
	103,054	85,466	**99,929**	85,466

Spadework Limited
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Notes to the financial statements
For the year ended 31 December 2022

16. Creditors: Amounts falling due within one year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Bank loans	**5,506**	9,908	**5,506**	9,908
Trade creditors	**86,182**	84,054	**19,560**	31,391
Amounts owed to group undertakings	**-**	-	**21,018**	93,850
Other taxation and social security	**32,380**	16,817	**32,380**	16,817
Other creditors	**3,619**	3,055	**3,619**	3,055
Accruals and deferred income	**8,345**	7,100	**8,345**	7,100
	136,032	120,934	**90,428**	162,121

17. Creditors: Amounts falling due after more than one year

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Bank loans	**129,602**	79,888	**129,602**	79,888

Included within the above are amounts falling due as follows:

Between two and five years				
Bank loans	**22,023**	41,905	**22,023**	41,905
Over five years				
Bank loans	**107,579**	37,983	**107,579**	37,983

Included in creditors is a loan from Natwest Bank, payable over 10 years at a fixed rate of 6.23% pa over the Bank's base rate. During the fixed rate period monthly instalments of £1,175.45 will be payable, with the balance of the loan being due as a final instalment.

18. Statement of funds

Statement of funds - current year

	Balance at 1 January 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2022 £
Designated funds					
Fixed Asset Fund	**968,672**	**-**	**-**	**13,279**	**981,951**
General funds					
General Fund	**80,099**	**1,634,960**	**(1,696,422)**	**(12,898)**	**5,739**
Total Unrestricted funds	**1,048,771**	**1,634,960**	**(1,696,422)**	**381**	**987,690**
Restricted funds					
Buildings Fund	**11,382**	**-**	**(10,273)**	**-**	**1,109**
National Lottery	**9,404**	**40,252**	**(49,656)**	**-**	**-**
Other Restricted Funds	**9,474**	**61,873**	**(48,966)**	**(381)**	**22,000**
	30,260	**102,125**	**(108,895)**	**(381)**	**23,109**
Total of funds	**1,079,031**	**1,737,085**	**(1,805,317)**	**-**	**1,010,799**

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2022

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 January 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2021 £
Designated funds					
Fixed Asset Fund	760,202	-	-	208,470	968,672
General funds					
General Fund	276,486	1,528,954	(1,538,613)	(186,728)	80,099
Total Unrestricted funds	1,036,688	1,528,954	(1,538,613)	21,742	1,048,771
Restricted funds					
Buildings Fund	21,471	-	(10,089)	-	11,382
National Lottery	10,000	40,252	(26,671)	(14,177)	9,404
Other Restricted Funds	23,509	46,350	(52,820)	(7,565)	9,474
	54,980	86,602	(89,580)	(21,742)	30,260
Total of funds	1,091,668	1,615,556	(1,628,193)	-	1,079,031

The designated **Fixed Asset Fund** represents the net book value of the charity's fixed assets, excluding the value of the restricted Buildings Fund.

The restricted **Buildings Fund** accounts for 'lottery' grants from the Community Fund, expended on buildings and equipment. In accordance with the terms of those grant, there are restrictions on use of those assets which can apply for anything up to 80 years. Accordingly, transfers are made so that the balance on this fund is equal to the net book value of the buildings and equipment to which such restrictions apply.

The restricted **Global Make Some Noise Fund** accounts for a grants awarded to perform repairs and construction work to the Charity's premises.

The restricted **National Lottery Fund** relates to grants received from the National Lottery for various works to make improvements to the Charity's premises.

Other restricted funds relate to immaterial grants and donations received from various organisations or individuals for specific projects.

Transfers out of restricted funds during the year relate to the purchase of capital assets, in accordance with the terms of the restricted grant, and have been transfered to the Charity's designated fixed asset fund as the terms of the restriction have now lapsed.

19. Summary of funds

Summary of funds - current year

	Balance at 1 January 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2022 £
Designated funds	**968,672**	**-**	**-**	**13,279**	**981,951**
General funds	**80,099**	**1,634,960**	**(1,696,422)**	**(12,898)**	**5,739**
Restricted funds	**30,260**	**102,125**	**(108,895)**	**(381)**	**23,109**
	1,079,031	**1,737,085**	**(1,805,317)**	**-**	**1,010,799**

Summary of funds - prior year

	Balance at 1 January 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2021 £
Designated funds	760,202	-	-	208,470	968,672
General funds	276,486	1,528,954	(1,538,613)	(186,728)	80,099
Restricted funds	54,980	86,602	(89,580)	(21,742)	30,260
	1,091,668	1,615,556	(1,628,193)	-	1,079,031

Spadework Limited
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Notes to the financial statements
For the year ended 31 December 2022

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	981,951	1,109	**983,060**
Current assets	271,373	22,000	**293,373**
Creditors due within one year	(136,032)	-	**(136,032)**
Creditors due in more than one year	(129,602)	-	**(129,602)**
Total	987,690	23,109	**1,010,799**

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	968,672	11,382	980,054
Current assets	280,921	18,878	299,799
Creditors due within one year	(120,934)	-	(120,934)
Creditors due in more than one year	(79,888)	-	(79,888)
Total	1,048,771	30,260	1,079,031

21. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2022 £	Group 2021 £
Net expenditure for the year (as per Statement of Financial Activities)	**(68,232)**	(12,637)
Adjustments for:		
Depreciation charges	**82,865**	67,143
Decrease/(increase) in stocks	**10,098**	(34,603)
Decrease/(increase) in debtors	**(17,588)**	78,398
Increase/(decrease) in creditors	**19,500**	(40,304)
Net cash provided by operating activities	**26,643**	57,997

22. Analysis of cash and cash equivalents

	Group 2022 £	Group 2021 £
Cash in hand	**69,539**	83,455

23. Analysis of changes in net debt

	At 1 January 2022 £	Cash flows £	At 31 December 2022 £
Cash at bank and in hand	**83,455**	**(13,916)**	**69,539**
Debt due within 1 year	**(9,908)**	**4,402**	**(5,506)**
Debt due after 1 year	**(79,888)**	**(49,714)**	**(129,602)**
	(6,341)	**(59,228)**	**(65,569)**

24. Pension commitments

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £16,733 (2021: £15,523). Contributions totalling £3,619 (2021: £3,055) were payable to the fund at the balance sheet date and are included in creditors.

25. Operating lease commitments

At 31 December 2022 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Not later than 1 year	**180**	180	**180**	180
Later than 1 year and not later than 5 years	**360**	540	**360**	540
	540	720	**540**	720

26. Related party transactions

During the year Brachers, a related party of Mary Rimmer, whom is a Trustee, due to her role with the company, made no purchases (2021: £190) from Spadework and made no donations (2021: £10,000) to Spadework.

27. Controlling party

There is no overall controlling party.

28. Principal subsidiaries

The following was a subsidiary undertaking of the Charity:

Name	Company number	Registered office or principal place of business	Principal activity
Spadework Social Enterprises CIC	13099464	Spadework Nursery, Teston Road, Offham, West Malling, Kent, ME19 5NA	To provide commercial support to the Charity and learning opportunities for the trainees

Class of shares	Holding	Included in consolidation
Ordinary	100%	Yes

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
Spadework Social Enterprises CIC	**890,419**	**(837,573)**	**52,846**	**190,969**

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spadework dementia services
spadework wellbeing services
spadework social enterprises growing the seeds of opportunity

Thanks to Stephanie Peat for design and Singlewell Print for printing this report.

SPADEWORK LIMITED

England & Wales - Charity number 291198

Accounts

spadework
sowing the seeds of opportunity



Trustees' Report and Financial Statements

for year ended 31 December 2021

Spadework Ltd. • A company limited by guarantee
Registered Charity No. 291198 • Registered Company No. 01820460

Spadework Social Enterprises CIC • A Community Interest Company
Registered Company No. 13099464

Reference and administrative details of the charity, its trustees, and advisers

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Registered Office
Teston Road, Offham, West Malling, Kent, ME19 5NA

Chairman
Susan Murray

Treasurer
Anthony Young

Company Secretary
Anthony Young

Patrons
Tom Tugendhat MP
Stephen Betts
George Harvey

Chief Executive Officer
Kris Healey

Trustees of Charity	Date first appointed
Peter Reeves	20/05/2004
Trevor Brazier	23/11/2009
Anthony Young	26/07/2011
Susan Murray	27/09/2011
Edward Hosey	27/11/2013
James Burke	27/11/2013
Reverend James Brown	20/06/2018
Mary Rimmer	19/12/2018
Hayley Brooks	01/04/2021
Nadra Ahmed OBE	01/04/2021

Directors of Spadework Social Enterprises CIC	Date first appointed
Kris Healey	24/12/2020
Susan Murray	01/05/2021
Anthony Young	01/05/2021
Gill Levett	01/05/2021

Independent Auditor
Kreston Reeves LLP, Montague Place, Quayside, Chatham Maritime, Kent, ME4 4QU

Bankers
NatWest, 718 London Road, Larkfield, Kent, ME20 6AN

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Spadework 2021 – Key moments in our year

January to March	➜ Vegetable Patch extension
April to May	➜ Trainee Pods built ➜ Amphitheatre created ➜ Access to bore hole water
June	➜ Trainees back on site ➜ Continued remote support for non-returners
July to September	➜ Launch of wellbeing service, Time to Grow ➜ Performing Arts sessions begin ➜ First Spadework play performance ➜ First Spadio podcast ➜ Launch of dementia services ➜ Care Team shortlisted for award
October to December	➜ Pumpkin Festival ➜ Café extension begins ➜ House Plant Hut opens ➜ Food Shack opens ➜ Christmas Tree sales
January to December	➜ Café closed



Chairman's Introduction

When writing my report for 2020, naively. I never thought in 2021, we would still be in the continuing grip of the Covid pandemic.

This annual report reviews how we have managed to sustain the charity throughout this second year of Covid-related restrictions. Sometimes it seems that the last two years have condensed into one and at others time seems to have stood still.

Early 2021 saw trustees interviewing candidates for trusteeship of the charity and directors for the newly formed social enterprises trading arm. We were delighted to appoint Nadra Ahmed OBE and Hayley Brooks as trustees of the charity and Gill Levett as a director of Spadework Social Enterprises CIC.

'Our thoughts turned towards other sections of society that our site and practices might benefit, such as those living with early-onset dementia and those experiencing problems with their mental health.'



Sue Murray,
Chairman of the trustees







Our Trainees started returning to Spadework in June under the careful guidance of our staff to ensure that all were kept as safe as possible. “Bubbles” of Trainees and staff were formed to prevent mixing and all buildings on the site were utilised to accommodate these groups. Members of the public accessing the site for the farm shop and garden centre were kept separate from our Trainees.

Our financial surplus for 2020 was such that for the first-time trustees were able to set aside three months’ worth of staff salaries. This achievement came with a sting in its tail as many funders declared on seeing our accounts that we had too much money in reserves and declined our request for funding. So much for being prudent!

During the year our thoughts turned towards other sections of society that our site and practices might benefit, such as those living with early-onset dementia and those experiencing problems with their mental health. The initiative began with “Time to Grow”, gentle gardening sessions on site on Friday mornings. This was followed by our Memory Café, which brings together everyone living with dementia for a cuppa and a chat on the first Monday afternoon of the month. These initiatives are in their early stages but are well supported. We will look to expand them while keeping in mind our main function, which is to provide excellent day care for our Trainees.

It has been a bumpy year, but we have made progress with the site. We took further advantage of restricted access to it to enable the café to be extended. While that work was being carried out, the Food Shack was built and opened in time for Christmas tree sales, with hot drinks, snacks, ice creams and sugary delights on offer, as well as outdoor seating.

As ever, I would like to express my appreciation to all who contribute to Spadework’s continuing success, including volunteers, staff, funders and those who shop with us and buy raffle tickets. We could not do without you and your generosity of spirit.

Thank you.

Objectives and activities

Spadework is an independent charity based in West Kent and provides meaningful opportunities for vulnerable adults from both Kent and Medway.



Our mission is to enable people to be more independent, less isolated and to lead happier, healthier and more fulfilling lives.

Policies and objectives

Spadework provides care, support and meaningful opportunities for adults with learning and other disabilities (known to us as our Trainees) in arts, crafts, catering, gardening, health, hobbies, horticulture, hospitality, information technology, life skills, performing arts, radio podcasts, retail management, wellbeing and woodwork.

Spadework provides a range of different experiences and activities to enable our Trainees to develop the skills needed to allow them to reach their full potential. As well as providing meaningful opportunities for our Trainees, Spadework provides a number of different services across our site.

We provide three wellbeing services for adults experiencing problems with their mental health (called Time to Grow, Woodwork for Wellbeing and Time Together) and three dementia services for adults living with dementia (a Memory Café, a Peer Support Group and a Carers' Support Group).

Public benefit

The charity's objective of enabling people to be more independent, is of benefit not only to our Trainees but also to their families, support networks, carers, local authorities and the wider community.

We are fortunate to have many energetic, resourceful and inspirational staff members and volunteers, who share our passion and commitment to realising our vision.

At the heart of a rural community, Spadework offers local people a unique place to meet friends, recharge their batteries and enjoy the interaction with our beneficiaries. Our safe and stimulating site enables vulnerable adults to feel accepted for who they are, gain new skills and access new opportunities. We provide an oasis for our local community, providing a positive and uplifting space to help bring everyone together, be it someone faced with bereavement, a life-changing health diagnosis, an ageing parent, a family celebration, a club meeting or social event. The interactions that occur on our five-acre site are often emotional, meaningful and heartening.



Our purpose

We passionately believe that adults with learning and other disabilities should not be held back from enjoying a full life because of other people's perceptions about what they can and cannot do.

At Spadework people are supported to:

- Be more **independent** and better prepared for life outside of their family and Spadework.
- Have an increased sense of **self-worth, belonging, and purpose** by feeling the value of doing a good job, being part of something bigger than themselves, playing an active part in the community and **feeling accepted for who they are**.
- **Reduce their feelings of isolation** and increase their **connections with others** by feeling part of a team, accepting each other's abilities and supporting other Trainees.
- Be **happier** and **healthier** and have **increased mental wellbeing**.



Fact

Most Trainees attend Spadework two days a week. Some come every weekday.







What we do

Our Trainees come on site each weekday and are involved in everything that we do. When the charity was founded in 1984, the Trainees were solely involved in horticultural activities, hence our name. Over the years we have expanded the range of activities they can choose. They now include creative activities like performing arts, our own podcast "Spadio", painting, hobbies, crafts and woodwork.

Our Trainees also learn life skills, such as learning how to cook a healthy meal or how to make a bed, skills that enable them to lead more independent lives. Our Trainees make jams and chutneys for sale in the farm shop and label apple juice that is served in the café and sold in the farm shop.

The activities fall broadly into three categories:

Horticulture

Creative arts, and performing arts, and woodwork

Skills for life

Fact **The average length of service is 9.5 years. The longest serving Trainee has been with us for 33 years.**

We learned a lot from the Covid pandemic. As a result, we have made positive changes to the services that we provide. For example, we changed the way we work. The Trainees now work in a small group for six weeks, so they can see a project though from start to finish. Our care team can look at trends, to see how the interests of our Trainees change. We can grow our service to meet their needs and provide more person-centred care.

"I like to continue working on something we started the week before."

Trainee K

Fact **41% of Trainees are aged 26–35. We welcome adults of all ages.**



In 2021, we sold more than 10,000 pumpkins



Horticulture

Horticulture remains at the heart of the skills that the Trainees learn and use on site. For example, they grow pumpkins from seed, plant the pumpkin plants and tend and water them until they are sold during our Pick Your Own Pumpkin festival. Since we started growing pumpkins in 2017, we have learned a lot about the therapeutic value of pumpkins and learned more about the 33 varieties we grew in 2021.

Our Trainees also tend to our vegetable gardens, growing herbs that are used in the café and seasonal vegetables that are sold in the farm shop.

Our Trainees use their gardening skills to keep our site looking inspirational for visitors. The courtyard garden has become a showcase for many of the plants sold in the garden centre and a welcoming space for everyone who visits Spadework.

In 2021, with our Trainees back on site after lockdown, we renewed our focus on





"I like different types of pumpkins – we grow them from seeds that we keep and sell to customers. I loved that... It makes me happy to see food grown from seed to pumpkin and then go to the customer."

Trainee H

horticultural activities that are of benefit to the environment. With the help of corporate volunteers, we began to rejuvenate our wildlife garden. Under the guidance of our Horticulture and Ecology Manager we have experimented with growing plants together and in rotation that have a positive impact on the soil (companion planting) and have looked at ways to recycle and re-use materials to reduce our waste. We have also been fortunate to be given access by a local landowner and Spadework patron, Stephen Betts, to the water in his borehole. Keeping our five-acre site watered is quite a challenge for all of us. The use of bore water has also saved us a substantial amount of money.

Listen to the podcast at spadio.org.uk



Creative arts, and performing arts, and woodwork

Our Trainees let their creativity shine through, whether pursuing a hobby, making arts and crafts or making wooden items in woodwork.

The skills learned in woodwork can be applied practically on site. For example, our Trainees have recently renovated the furniture for our café. They have also made bird boxes, place mats and decorations for sale in the garden centre.

We are passionate about ensuring every Trainee has a voice that is heard. When our Trainees returned on site after lockdown in June 2021, we introduced new creative activities. Our staff work with a charity called Square Pegs Arts to deliver quality performing arts sessions. Each week we explore with our Trainees different aspects of theatre, music, and performing arts. We have had much positive feedback from our Trainees and heard plenty of laughter through the sessions.

In September 2021 our Trainees performed the first play they had written. This was followed by a Christmas play, which was enjoyed by all the Trainees who took part and by those who watched.





Our unique podcast, which we call "Spadio", is an opportunity for our Trainees to tell their story. In the fourth episode, for example, one of our Trainees, J, talks about his family life, sharing the story of how he nearly died at birth and how he developed a love of running. In another episode Trainee P talks about his love of films. The podcast enables people outside of Spadework to get a real understanding for who our Trainees are. The first "Spadio" podcast went live in September 2021.

We have seen positive changes to our Trainees' confidence and engagement. It is also a great service user-generated way of promoting what we do at Spadework.

These sessions build on the skills that our Trainees developed during lockdown. When we provided remote support via telephone and video, many of our Trainees began to develop their own voice. Now we have new services that can build on these skills.

It is all part of the evolution of Spadework as we respond to the changing needs of our Trainees.

"I enjoy coming to Spadework because it gives me the chance to learn new skills I haven't learned before. I also like trying my hand at new stuff, being adventurous and moving with the times."

Trainee S



Skills for life

Our skills for life activities have become some of the most popular activities for our Trainees. Some of these activities are new for 2021 and were introduced in response to the Covid pandemic and our increased understanding of the situations of the Trainees outside of Spadework.

We were fortunate to receive funding from The National Lottery Community Fund which enabled us, among other infrastructure changes, to re-purpose the Trainee Common Room into two separate rooms – orange and purple – which have become the hub of the skills for life activities.

In our fully equipped orange kitchen and purple classroom, our Trainees learn how to cook food, including fruit and vegetables grown in our vegetable garden, and to make healthy food choices. Throughout the six-week cycle of these sessions our Trainees make menu choices. One of the weeks, which is arguably the most popular with the Trainees, is the Mystery Week. Faced with a real-life choice to have a look in the fridge, freezer and cupboards, the Trainees prepare a meal cooking with what they find.

We are grateful for the partnership we have with FareShare Kent, the regional arm of the





"In Life skills we learn cooking and food preparation. I can now cook for my girlfriend in my supported living accommodation ... I plan my menus and get food out of the freezer the night before."

Trainee S

UK's national network of charitable food redistributors, for providing us with trays of food for use in the orange kitchen. This enables us to provide every Trainee with the food to cook.

Our Trainees have also learned how to make a bed and other household skills, how to manage money and what safe relationships look like.

Before the pandemic our Trainees were involved in customer-facing activities in the farm shop, café and garden centre. Now they are using those skills in other ways and learning new life skills. When it is safe for the Trainees to mix again with the public, their retail, catering and hospitality skills will be applied in our Social Enterprises. The Trainee Council (Trainees who are elected by the Trainees to represent their views and shape how Spadework operates) has reported that while some Trainees miss interacting with the community, at present they are really appreciating the new activities while still making a huge contribution to their charity.

Our impact

Self esteem

Trainees are made aware of their own strengths, are involved in activities that enable them to be proud of themselves and through contributing to the community have a greater sense of purpose.

Aware of strengths

83%

of Trainees are aware of their strengths.

Sense of pride

96%

of Trainees feel proud of themselves.

Sense of purpose

88%

of Trainees enjoy contributing to their community.

"I like painting furniture for the café and picnic benches."

Trainee L





* Figures from the Spadework Impact Report 2021/22



Independence

Trainees are encouraged to try new activities, such as preparing lunch for themselves and others, to make their own decisions and communicate with others. This enables our Trainees to be more independent.

Learn new things

93%

of Trainees have learned new things at Spadework.

Make life decisions

72%

of Trainees say they make decisions that affect their lives.

More confident

88%

of Trainees are more confident because of coming to Spadework.

Our impact

Trainee wellbeing

Trainee wellbeing is at the heart of all our activities. Our Trainees form friendships, some of which are long-lasting outside of Spadework. Trainees are encouraged to talk to staff so that they are less isolated. Many activities at Spadework enable our Trainees to be physically active.

New friends

96%

of Trainees say they have made new friends at Spadework.

The future

87%

of Trainees say they feel good about the future.

Physical activity

65%

of Trainees are more physically active because of coming to Spadework.

"He is finding more confidence to ask questions and express how he feels."

Parent/carer





* Figures from the Spadework Impact Report 2021/22

Communication and participation

Our staff encourage the Trainees to develop their communication skills and contribute to the evolution of the charity through channels like the Trainee Council. The Trainee Council is elected by the Trainees to represent the entire Trainee cohort.

Trainee-led decisions have included the format of the day and which activities take place in which rooms, times we break for lunch and the introduction of a sports day.

Promoting greater communication, confidence and autonomy are essential in protecting vulnerable adults. A carer in a focus group observed that Trainees, "speak up more about what's concerning them".





Communication

66%

of Trainees have better communication skills.

"We learned how to talk to people nicely. When people come to Spadework, they are nicer, they show respect. There's no pushing; they say, 'Excuse me'."

Trainee P



Freddie's* story

From initially needing one-to-one support to developing more confidence and being able to attend Spadework without a personal assistant, Freddie's story is an inspirational one.

Freddie started coming to Spadework when he was 19 years old after leaving the autism unit at school. Freddie's parents wanted him to develop new life skills, build a routine and have structure to his day, so were delighted to have found Spadework.

Initially, Freddie's personal assistant (PA) came to Spadework with him in a taxi. As his confidence increased over the years, it was agreed with his parents that Freddie could try taking the taxi on his own and meeting his PA at Spadework. Although his parents were initially worried about this new arrangement, Freddie took to his increased independence straight away, gaining more confidence and skills.

"Freddie enjoys the horticultural activities and even plants beans at home now."

Our care team observed Freddie's confidence increasing further over the next few years, so we suggested that Freddie could try coming to Spadework without his PA. Although initially hesitant, Freddie's parents agreed and he has been thriving since, as noted by Freddie's father:

"He's more likely to ask for things and talk to people. Whereas before Freddie was standing in the shadow of his PA, who did most things for him, he is now standing taller, smiling and can do so much more for himself. He's got a

*name has been changed



Our care team ensure that every Trainee has a voice that is heard and provide high quality person-centred care that evolves with our Trainees.

voice and feels comfortable sharing his sense of humour with people."

Before coming to Spadework, Freddie's parents cared for him around the clock; they described 24/7 care as "hugely draining". Now, later in life, they can take some time to look after their own wellbeing – going for a swim or to the gym and gardening, knowing that Freddie is well cared for and enjoying his time at Spadework.

"Without Spadework, Freddie's future would have been bleak. Spadework really helps people with special needs to grow and learn new skills so that they can live a meaningful and fulfilling life."





New services at Spadework

Following a successful building and facilities re-configuration programme, in 2021 we introduced new services to support our wider community.

We were particularly aware that during the Covid-19 pandemic Spadework had a mutually beneficial relationship with our wider community. Through providing services like food boxes and ensuring the farm shop stayed open during lockdown, Spadework became a support for many people within the community. Equally, we received much support from local people who volunteered their time with us, or who continued to shop in the farm shop once normal service was resumed at their regular store. We became acutely aware of the impact the pandemic had on the lifestyles and wellbeing of local people. We wanted to give something back to the people who had so kindly helped us.

So, our new services gradually came to life.

We now offer three wellbeing services to those people experiencing problems with their mental health, Time to Grow is what we call our community gardening project. We also have Woodwork for Wellbeing and these both paved the way in 2022 for the introduction of our Time Together project, encouraging individuals to visit our café and chat to new people.

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We became acutely aware of the impact the pandemic had on the lifestyles and wellbeing of local people. We wanted to give something back to the people who had so kindly helped us.

We also became aware that many people were experiencing symptoms of dementia but were unable to get a diagnosis. Coming to terms with these changes in the life of a loved one is difficult for everyone. We therefore launched three Spadework dementia services: a Memory Café, a Carers' Support Group and a Peer Support Group.

We are proud that we have used our safe and beautiful space to introduce services to support the wider local community. These services have been launched using the resources that we have on site and with very little financial support. It is our intention as we generate more income to extend these services to benefit more people.

Wellbeing services

- Time to Grow
- Woodwork for Wellbeing

Dementia services

- Memory Café
- Carers' Support Group
- Peer Support Group

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wellbeing services

Wellbeing services

We appointed one of our staff members as our mental health lead. Her responsibilities include expanding our new community wellbeing services as well as ensuring staff are supported in their wellbeing.

With one in four adults experiencing problems with their mental health (source: NHS England), we are making our site and services available to these vulnerable members of our community.

As a result of the expansion of our services, Spadework is now a hub for many diverse groups of people. We can see new connections and friendships being made on our safe, beautiful five-acre site.



"I really enjoy coming here. I would be so disappointed if I couldn't come."

E. a regular attendee at Time to Grow

Time to Grow

- A three-hour session where people come together in a peaceful outdoor environment to garden, to chat and to make friends
- Sessions run twice a week

Impact

100%
of people said they felt a lot happier as a result of attending

77%
reported improved physical health

Woodwork for Wellbeing

- A three-hour session for people who would like to learn a new skill, chat and make friends
- Sessions run at weekends

Impact

The taster sessions have led to regular sessions being rolled out once a week in 2022.



Dementia services

Led by our Dementia Services Co-ordinator from September 2021, we hosted a series of Memory Cafés, Carers' Support Groups and Peer Support Groups for people who have recently received a dementia diagnosis or may be pre-diagnosis.

These services are currently being extended to include an Activity and Music Therapy Group.

We are also hosting information events to give local people the opportunity to find out not only about our services, but also about other dementia services in the local area. To help people understand how people living with dementia see the world, we will also be temporarily hosting on our site a bus which houses a sensory experience that creates a world seen through the eyes and ears of a person living with dementia. This is part of our mission to educate and inform our local community about living with dementia.

Impact

- **47 attendances at four Memory Cafes (94 hours)**
- **27 attendances at four Carers' Support Groups (54 hours)**

These services began in September 2021 and we have already received positive feedback from people.

"Take care and thank you for all you are doing with the activities you are arranging at Spadework. I hear from our Carers who attend how grateful they are to have places to take their loved ones and with the effects of Covid over the past two years this is proving to be very refreshing and so worthwhile. My thanks to you."

Staff member at local hospice



Spadework Social Enterprises CIC

We have always tried to be as financially independent as possible.

Through our trading subsidiary, Spadework Social Enterprises CIC, we have a garden centre, café and farm shop that are open to the public seven days a week.

The pandemic put us firmly on the map, as our Farm Shop became a go-to place for many people who could not get an online delivery or were unable to go out when the supermarkets re-opened. We worked hard to retain that support as life returned to normal. We are delighted that many people who discovered us then have continued to support us.

The income from these social enterprises supports the work of the charity and supports the local Kent economy.

Fact **In 2021, Spadework Social Enterprises CIC generated £641,540.**

Garden Centre

99%

of our bedding plants are sourced from Kent, Essex, and Sussex.

Café

65%

of our ingredients in the café are from Kent.

Farm Shop

75%

of the products sold are from Kent-based producers.

Impact on local community

The activities at Spadework have an impact on local people who both work and volunteer with us.

Employees

51
staff members live in Kent.

1,072 hours
of employment each week.

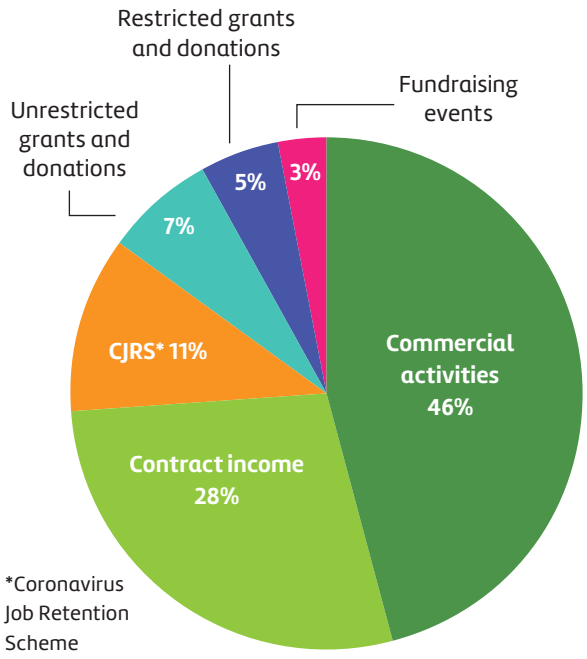
Volunteers

32
local people volunteer their time.

8,112
hours of volunteering support.

Our income

Spadework's fundraising activities are led by our Head of Fundraising. Income generation is headed up by our Social Enterprise Department Managers.

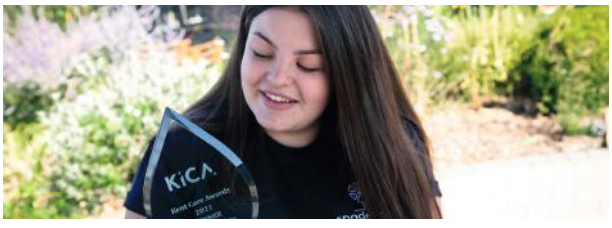


*Coronavirus Job Retention Scheme

Awards

Our Care team were shortlisted as Care Team of the Year in the 2021 Kent Care Awards. These awards celebrate the work of care staff and the care sector and are the regional part of the national Great British Care Awards. The purpose of the awards is to pay tribute to those individuals who have demonstrated outstanding excellence within their field of work.

We were delighted when Spadework's Ashleigh Smith was named Apprentice of the Year at the Kent Care Awards and went through to the national finals as Newcomer of the Year.



The future

We are proud with how Spadework has evolved, particularly through the challenges we faced because of the Covid-19 pandemic and its continuing effects. We will:

- Continue to put **people first** and to offer a person-centred and tailored approach to our care.
- **Listen** to what the communities we serve tell us about our services.
- Monitor our **impact** against our mission.
- **Invest in our staff** to ensure we have the skills and resources to maintain a high-quality service.
- Continue to **communicate regularly** with our supporters and volunteers.
- Seek to **generate more income** through fundraising activities and to realise the potential of Spadework Social Enterprises CIC.
- **Expand our facilities and extend our services** to ensure the wellbeing of our wider community and to maximise the use of our five-acre site.
- **Reduce our environmental impact** through monitoring and, where possible, introduce measures to reduce the negative impact on our local environment, while positively contributing through the sustainable use of our land.









Thank you

One of the things that makes Spadework unique is its close relationship with our local community. It is a simple model for a charity where every interaction between the Trainees and our local community enriches the lives of everyone that is involved.



We would like to thank the following organisations, among others, for their support:

Community

Rotary Kings Hill, Rotary West Malling, Lions Club Malling, Corpus Christi Social Club Tonbridge, Malling Abbey Lodge, The Malling Society, Parkinson's UK, St. Mary the Virgin, West Malling, St. Michael and All Angels Offham.

Grants, Trusts, and Foundations

The National Lottery Foundation, Kent Community Fund and Tesco Community Grants. Many that have chosen to remain anonymous.

Businesses

Brachers LLP, Parkfoot Garage, Mortgages for Business, Keystone Property Finance, Rolex, St James's Place Wealth Management, The Swan.

And every individual who has made a donation or shopped with us. As a small charity every penny makes a difference.

Financial Statement



Financial Review

a. Reserve policy

Our objective is to achieve a position where the income from local authority grants and from the supporting activities meet the full operational costs of the charity, allowing all donations to be used for new capital projects and to allow for the creation of a reserve fund. Over the last few years our dependence on donations to cover operational shortfalls has been reducing. We would ideally like to build a reserves buffer of around £150,000 to enable the charity to continue operating whilst we achieve this goal.

- General reserves at 31 December 2021 amounted to £80,099 (2020 – £276,486), designated funds totalled £968,672 (2020 – £760,202) and restricted funds were £30,260 (2020 – £54,980) giving total funds of £1,079,031 (2020 – £1,091,668).
- At 31 December 2021, net current assets totalled £178,865 (2020 – £395,073).

The additional amount of general funds are deemed appropriate to be holding given the need to ensure there is access to unrestricted liquid funds in a time of uncertainty due to COVID-19.

Structure, governance and management

a. Company status

Spadework Ltd is a charitable company limited by guarantee with no share capital. The company was incorporated on 30 May 1984 and is governed by its Memorandum and Articles of Association.

b. Governance and internal control

The Board of Trustees is responsible for selecting and recruiting suitably skilled Trustees. One third of the Trustees retire from office at each Annual General Meeting. A retiring trustee is eligible for re-election, and there is no limit on the number of times a trustee may be re-elected.

c. Risk management

The Trustees have assessed the major risks to which the charity is exposed and, in particular, those related to the operations and finances of the charity. They are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

The Trustees have developed a formal risk management process to assess business risks and implement risk management strategies. This involves reviewing the risks the charity faces, prioritising them in

Financial Statement



terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks in line with a risk profile accepted by the board.

The most significant risk facing the charity is a reduction in our funding. A reduction in income would impact on the charity's ability to continue to operate. In terms of mitigating the risk, we strive to ensure that the income derived from our Day Opportunity Services and other supporting activities are maximised and that we are working towards identifying new funding streams.

Basis for preparation of accounts

The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the group and the Charity qualify as small under section 383 of the Companies Act 2006, the Group strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Charity 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).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

Financial Statement



- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregulaarities.

Disclosure of information to auditor

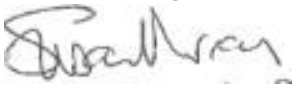
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

Auditor

The auditor, Kreston Reeves LLP, has indicated his willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Sue Murray, Chairman

Date: 06/09/2022

Independent auditor's report to the Members of Spadework Limited

Opinion

We have audited the financial statements of Spadework Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, 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 Group's and of the parent charitable company's affairs as at 31 December 2021 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent 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.

Independent auditor's report to the Members of Spadework Limited (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our 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 Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent 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

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent 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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Independent auditor's report to the Members of Spadework Limited (continued)

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:

Capability of the audit in detecting irregularities, including fraud

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the group and charitable sector generally, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of noncompliance with laws and regulations related to health and safety, antibribery and employment law. We considered the extent to which noncompliance 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, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of noncompliance throughout the audit. 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 increase revenue or reduce expenditure and management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of noncompliance with laws and regulations and fraud; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud; and
- Conducting interviews with appropriate personnel to gain further insight into the control systems implemented, and the risk of irregularity; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant regulatory authorities; and
- Physical inspection of tangible assets susceptible to fraud or irregularity; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud.

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.

Independent auditor's report to the Members of Spadework Limited (continued)

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in my Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of my Auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independent auditor's report to the Members of Spadework Limited (continued)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



S M Robinson BA FCA FCIE DChA MCMI (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

Chatham Maritime
Date: 07/09/2022

Spadework Limited

(A company limited by guarantee)

Consolidated Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 December 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	3	**282,421**	**86,602**	**369,023**	854,089
Charitable activities	4	**1,191,986**	**-**	**1,191,986**	1,500,242
Other trading activities	5	**54,534**	**-**	**54,534**	30,485
Investments	6	**13**	**-**	**13**	25
Total income		**1,528,954**	**86,602**	**1,615,556**	2,384,841
Expenditure on:					
Raising funds		**23,201**	**-**	**23,201**	10,047
Charitable activities	8	**1,515,412**	**89,580**	**1,604,992**	1,769,758
Total expenditure		**1,538,613**	**89,580**	**1,628,193**	1,779,805
Net (expenditure)/income		**(9,659)**	**(2,978)**	**(12,637)**	605,036
Transfers between funds	17	**21,742**	**(21,742)**	**-**	-
Net movement in funds		**12,083**	**(24,720)**	**(12,637)**	605,036
Reconciliation of funds:					
Total funds brought forward		**1,036,688**	**54,980**	**1,091,668**	486,632
Net movement in funds		**12,083**	**(24,720)**	**(12,637)**	605,036
Total funds carried forward		**1,048,771**	**30,260**	**1,079,031**	1,091,668

Spadework Limited
(A company limited by guarantee)
Registered number: 1820460

Consolidated balance sheet
As at 31 December 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	11		**980,054**		781,673
			980,054		781,673
Current assets					
Stocks	13	**130,878**		96,275	
Debtors	14	**85,466**		163,864	
Cash at bank and in hand		**83,455**		296,172	
		299,799		556,311	
Creditors: amounts falling due within one year	15	**(120,934)**		(161,238)	
Net current assets			**178,865**		395,073
Total assets less current liabilities			**1,158,919**		1,176,746
Creditors: amounts falling due after more than one year	16		**(79,888)**		(85,078)
Total net assets			**1,079,031**		1,091,668
Charity funds					
Restricted funds	17		**30,260**		54,980
Unrestricted funds	17		**1,048,771**		1,036,688
Total funds			**1,079,031**		1,091,668

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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

Anthony Young
Treasurer
Date: 6 - 9 - 22

Susan Murray
6 September 2022

The notes on pages 45 to 61 form part of these financial statements.

Spadework Limited
(A company limited by guarantee)
Registered number: 1820460

Charity balance sheet
As at 31 December 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	11		**980,054**		781,673
Investments	12		**1**		-
			980,055		781,673
Current assets					
Stocks	13	**33,942**		96,275	
Debtors	14	**85,466**		163,864	
Cash at bank and in hand		**83,455**		296,172	
		202,863		556,311	
Creditors: amounts falling due within one year	15	**(162,121)**		(161,238)	
Net current assets			**40,742**		395,073
Total assets less current liabilities			**1,020,797**		1,176,746
Creditors: amounts falling due after more than one year	16		**(79,888)**		(85,078)
Net assets excluding pension asset			**940,909**		1,091,668
Total net assets			**940,909**		1,091,668
Charity funds					
Restricted funds	17		**30,260**		54,980
Unrestricted funds	17		**910,649**		1,036,688
Total funds			**940,909**		1,091,668

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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

Anthony Young
Treasurer
Date: 6-9-22

Susan Murray
6 September 2022

The notes on pages 45 to 61 form part of these financial statements.

Spadework Limited
(A company limited by guarantee)

Consolidated statement of cash flows
For the year ended 31 December 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash used in operating activities	20	**57,997**	738,292
Cash flows from investing activities			
Purchase of tangible fixed assets		**(265,524)**	(628,135)
Net cash used in investing activities		**(265,524)**	(628,135)
Cash flows from financing activities			
Repayments of borrowing		**(5,190)**	(85)
Net cash used in financing activities		**(5,190)**	(85)
Change in cash and cash equivalents in the year		**(212,717)**	110,072
Cash and cash equivalents at the beginning of the year		**296,172**	186,100
Cash and cash equivalents at the end of the year	21	**83,455**	296,172

The notes on pages 45 to 61 form part of these financial statements

Notes to the financial statements
For the year ended 31 December 2021

1. General information

Spadework Limited is a company limited by guarantee in the United Kingdom. In the event of the Charitable Company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charitable Company. The address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charitable Company's operations and principal activities are set out on page 2.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Spadework Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 Income

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

Grants are included in the Consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2. Accounting policies (continued)

2.3 Expenditure

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

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

2.4 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold land	- Not depreciated
Site improvements	- 5% straight line
Buildings	- 5% straight line
Motor vehicles	- 25% reducing balance
Fixtures and fittings	- Various rates depending on the estimated useful life of the asset
Assets under construction	- Not depreciated until completion

2.6 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.8 Debtors

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

2. Accounting policies (continued)

2.9 Cash at bank and in hand

Cash at bank and 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.

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.11 Financial instruments

The Group 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Operating leases

Rentals paid under operating leases are charged to the Consolidated statement of financial activities on a straight line basis over the lease term.

2.13 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Notes to the financial statements
For the year ended 31 December 2021

3. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	104,477	86,602	**191,079**	600,038
Government grants	177,944	-	**177,944**	254,051
	282,421	86,602	**369,023**	854,089
Total 2020	579,904	274,185	854,089	

Goverment grants include furlough income of £177,944 (2020: £249,012) received through the government's furlough scheme during the COVID-19 pandemic.

4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Charitable activities	1,191,986	**1,191,986**	1,500,242
Total 2020	1,500,242	1,500,242	

. Charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Horticulture / Nursery	380,167	**380,167**	512,538
Catering	2,925	**2,925**	35,067
Farm shop	258,448	**258,448**	353,219
Logs	97,431	**97,431**	54,125
Other activities	5,160	**5,160**	32,733
Sponsorship - Kent County Council	243,194	**243,194**	242,449
Sponsorship - Medway Council	40,132	**40,132**	78,026
Sponsorship - Private	164,529	**164,529**	192,085
	1,191,986	**1,191,986**	1,500,242
Total 2020	1,500,242	1,500,242	

5. Fundraising income

Income from fundraising events

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Pumpkin event	54,534	**54,534**	30,485
Total 2020	30,485	30,485	

Notes to the financial statements
For the year ended 31 December 2021

6. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank interest	13	**13**	25
Total 2020	25	25	

7. Costs on raising funds

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Fundraising events	23,201	**23,201**	5,636
Total 2020	10,047	10,047	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Charitable activities	1,515,412	89,580	**1,604,992**	1,769,758
Total 2020	1,565,754	204,004	1,769,758	

Notes to the financial statements
For the year ended 31 December 2021

. Charitable activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Other staff costs	5,406	-	**5,406**	7,848
Vehicle costs	9,261	-	**9,261**	4,746
Office costs	141,931	-	**141,931**	138,023
Professional costs	29,259	-	**29,259**	19,108
Site costs	69,321	63,491	**132,812**	221,901
Bank interest	5,286	-	**5,286**	5,186
Stock purchases	435,985	-	**435,985**	535,293
Loss on disposal of fixed assets	-	-	**-**	22,585
Auditors' remuneration	8,450	-	**8,450**	4,950
Wages and salaries	689,858	16,000	**705,858**	705,999
National insurance	48,078	-	**48,078**	44,851
Pension costs	15,523	-	**15,523**	15,144
Depreciation	57,054	10,089	**67,143**	39,085
Bad debts	-	-	**-**	5,039
	1,515,412	89,580	**1,604,992**	1,769,758
Total 2020	1,565,754	204,004	1,769,758	

9. Staff costs

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Wages and salaries	**705,858**	705,999	**705,858**	705,999
Social security costs	**48,078**	44,851	**48,078**	44,851
Contribution to defined contribution pension schemes	**15,523**	15,144	**15,523**	15,144
	769,459	765,994	**769,459**	765,994

9. Staff costs (continued)

The average number of persons employed by the Charity during the year was as follows:

	Group 2021 No.	Group 2020 No.	**Charity 2021 No.**	Charity 2020 No.
Support Workers	**18**	25	**12**	25
Administrator	**4**	5	**2**	5
Managers	**9**	8	**6**	8
Weekend Staff	**12**	10	**-**	10
	43	48	**20**	48

The average headcount expressed as full-time equivalents was:

	Group 2021 No.	Group 2020 No.	**Charity 2021 No.**	Charity 2020 No.
Support Workers	**15**	20	**10**	20
Administrators	**2**	3	**1**	3
Managers	**9**	7	**6**	7
Weekend Staff	**6**	7	**-**	7
	32	37	**17**	37

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

	Group 2021 No.	Group 2020 No.
In the band £70,001 - £80,000	**-**	1
In the band £90,001 - £100,000	**1**	-

During the year the charity's key management personnel received employee benefits (as defined by Charities SORP FRS 102) of £302,270 (2020: £183,689), including employer's national insurance contributions of £28,410 (2020: £17,325) and employer's pension contributions of £6,275 (2020: £4,138).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 December 2021, no Trustee expenses have been incurred (2020 - £NIL).

Notes to the financial statements
For the year ended 31 December 2021

11. Tangible fixed assets

Group and Charity

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Assets under construction £	Total £
Cost or valuation					
At 1 January 2021	**932,824**	**44,412**	**84,953**	**288,189**	**1,350,378**
Additions	**141,687**	**-**	**31,730**	**92,107**	**265,524**
Transfers between classes	**251,836**	**-**	**-**	**(251,836)**	**-**
At 31 December 2021	**1,326,347**	**44,412**	**116,683**	**128,460**	**1,615,902**
Depreciation					
At 1 January 2021	**518,600**	**17,869**	**32,236**	**-**	**568,705**
Charge for the year	**37,801**	**6,636**	**22,706**	**-**	**67,143**
At 31 December 2021	**556,401**	**24,505**	**54,942**	**-**	**635,848**
Net book value					
At 31 December 2021	**769,946**	**19,907**	**61,741**	**128,460**	**980,054**
At 31 December 2020	414,224	26,543	52,717	288,189	781,673

12. Fixed asset investments

Charity	Investments in subsidiary companies £
Cost or valuation	
Additions	**1**
At 31 December 2021	**1**
Net book value	
At 31 December 2021	**1**

Notes to the financial statements
For the year ended 31 December 2021

13. Stocks

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Closing stock	**130,878**	96,275	**33,942**	96,275

14. Debtors

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Due within one year				
Trade debtors	**45,419**	83,409	**45,419**	83,409
Other debtors	**2,538**	15,168	**2,538**	15,168
Prepayments and accrued income	**37,509**	65,287	**37,509**	65,287
	85,466	163,864	**85,466**	163,864

Notes to the financial statements
For the year ended 31 December 2021

15. Creditors: Amounts falling due within one year

	Group 2021 £	Group 2020 £	**Charity 2021 £**	Charity 2020 £
Bank loans	**9,908**	9,908	**9,908**	9,908
Trade creditors	**84,054**	122,306	**31,391**	122,306
Amounts owed to group undertakings	**-**	-	**93,850**	-
Other taxation and social security	**16,817**	20,617	**16,817**	20,617
Other creditors	**3,055**	3,130	**3,055**	3,130
Accruals and deferred income	**7,100**	5,277	**7,100**	5,277
	120,934	161,238	**162,121**	161,238

16. Creditors: Amounts falling due after more than one year

	Group 2021 £	Group 2020 £	**Charity 2021 £**	Charity 2020 £
Bank loans	**79,888**	85,078	**79,888**	85,078

Included within the above are amounts falling due as follows:

Between two and five years				
Bank loans	**41,905**	41,905	**41,905**	41,905
Over five years				
Bank loans	**37,983**	43,173	**37,983**	43,173

Included in creditors is a loan from Natwest Bank, payable over 10 years, from 24 November 2018, at a fixed rate of 5.74% pa over the Bank's base rate. During the fixed rate period monthly instalments of £873 will be payable, with the balance of the loan being due as a final instalment.

Notes to the financial statements
For the year ended 31 December 2021

17. Statement of funds

Statement of funds - current year

	Balance at 1 January 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2021 £
Designated funds					
Fixed Asset Fund	**760,202**	**-**	**-**	**208,470**	**968,672**
General funds					
General Fund	**276,486**	**1,528,954**	**(1,538,613)**	**(186,728)**	**80,099**
Total Unrestricted funds	**1,036,688**	**1,528,954**	**(1,538,613)**	**21,742**	**1,048,771**
Restricted funds					
Buildings Fund	**21,471**	**-**	**(10,089)**	**-**	**11,382**
National Lottery	**10,000**	**40,252**	**(26,671)**	**(14,177)**	**9,404**
Other Restricted Funds	**23,509**	**46,350**	**(52,820)**	**(7,565)**	**9,474**
	54,980	**86,602**	**(89,580)**	**(21,742)**	**30,260**
Total of funds	**1,091,668**	**1,615,556**	**(1,628,193)**	**-**	**1,079,031**

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2020 £
Designated funds					
Fixed Asset Fund	183,797	-	-	576,405	760,202
General funds					
General Fund	200,787	2,110,656	(1,575,801)	(459,156)	276,486
Total Unrestricted funds	384,584	2,110,656	(1,575,801)	117,249	1,036,688
Restricted funds					
Buildings Fund	31,773	-	(10,302)	-	21,471
National Lottery	-	130,776	(46,184)	(74,592)	10,000
Other Restricted Funds	21,723	88,409	(67,314)	(19,309)	23,509
Global Make Some Noise	48,552	55,000	(80,204)	(23,348)	-
	102,048	274,185	(204,004)	(117,249)	54,980
Total of funds	486,632	2,384,841	(1,779,805)	-	1,091,668

The designated **Fixed Asset Fund** represents the net book value of the charity's fixed assets, excluding the value of the restricted Buildings Fund.

The restricted **Buildings Fund** accounts for 'lottery' grants from the Community Fund, expended on buildings and equipment. In accordance with the terms of those grant, there are restrictions on use of those assets which can apply for anything up to 80 years. Accordingly, transfers are made so that the balance on this fund is equal to the net book value of the buildings and equipment to which such restrictions apply.

The restricted **Global Make Some Noise Fund** accounts for a grants awarded to perform repairs and construction work to the Charity's premises.

The restricted **National Lottery Fund** relates to grants received from the National Lottery for various works to make improvements to the Charity's premises.

Other restricted funds relate to immaterial grants and donations received from various organisations or individuals for specific projects.

Transfers out of restricted funds during the year relate to the purchase of capital assets, in accordance with the terms of the restricted grant, and have been transfered to the Charity's designated fixed asset fund as the terms of the restriction have now lapsed.

18. Summary of funds

Summary of funds - current year

	Balance at 1 January 2021 £	**Income £**	**Expenditure £**	**Transfers in/out £**	**Balance at 31 December 2021 £**
Designated funds	**760,202**	**-**	**-**	**208,470**	**968,672**
General funds	**276,486**	**1,528,954**	**(1,538,613)**	**(186,728)**	**80,099**
Restricted funds	**54,980**	**86,602**	**(89,580)**	**(21,742)**	**30,260**
	1,091,668	**1,615,556**	**(1,628,193)**	**-**	**1,079,031**

Summary of funds - prior year

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2020 £
Designated funds	183,797	-	-	576,405	760,202
General funds	200,787	2,110,656	(1,575,801)	(459,156)	276,486
Restricted funds	102,048	274,185	(204,004)	(117,249)	54,980
	486,632	2,384,841	(1,779,805)	-	1,091,668

Notes to the financial statements
For the year ended 31 December 2021

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	968,672	11,382	**980,054**
Current assets	517,591	18,878	**536,469**
Creditors due within one year	(357,604)	-	**(357,604)**
Creditors due in more than one year	(79,888)	-	**(79,888)**
Total	1,048,771	30,260	**1,079,031**

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	760,202	21,471	781,673
Current assets	522,802	33,509	556,311
Creditors due within one year	(161,238)	-	(161,238)
Creditors due in more than one year	(85,078)	-	(85,078)
Total	1,036,688	54,980	1,091,668

20. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2021 £	Group 2020 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**(12,637)**	605,036
Adjustments for:		
Depreciation charges	**67,143**	39,085
Loss on the disposal of fixed assets	**-**	22,947
Increase in stocks	**(34,603)**	(28,081)
Decrease in debtors	**78,398**	46,383
Increase/(decrease) in creditors	**(40,304)**	52,922
Net cash provided by operating activities	**57,997**	738,292

Notes to the financial statements
For the year ended 31 December 2021

21. Analysis of cash and cash equivalents

	Group 2021 £	Group 2020 £
Cash in hand	**83,455**	296,172

22. Analysis of changes in net debt

	At 1 January 2021 £	Cash flows £	At 31 December 2021 £
Cash at bank and in hand	**296,172**	**(212,717)**	**83,455**
Debt due within 1 year	**(9,908)**	**-**	**(9,908)**
Debt due after 1 year	**(85,078)**	**5,190**	**(79,888)**
	201,186	**(207,527)**	**(6,341)**

23. Pension commitments

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £15,523 (2020: £15,144). Contributions totalling £3,055 (2020: £3,130) were payable to the fund at the balance sheet date and are included in creditors.

24. Operating lease commitments

At 31 December 2021 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Not later than 1 year	**180**	389	**180**	389
Later than 1 year and not later than 5 years	**540**	600	**540**	600
	720	989	**720**	989

25. Related party transactions

During the year Brachers, a related party of Mary Rimmer, whom is a Trustee, due to her role with the company, made purchases of £190 (2020: £815) from Spadework and made a donation of £10,000 (2020: £Nil) to Spadework.

26. Controlling party

There is no overall controlling party.

27. Principal subsidiaries

The following was a subsidiary undertaking of the Charity:

Name	Company number	Registered office or principal place of business	Principal activity	Class of shares	Holding	Included in consolidation
Spadework Social Enterprises CIC	13099464	Spadework Nursery, Teston Road, Offham, West Malling, Kent, ME19 5NA	To provide commercial support to the Charity and learning opportunities for the trainees	Ordinary	100%	Yes

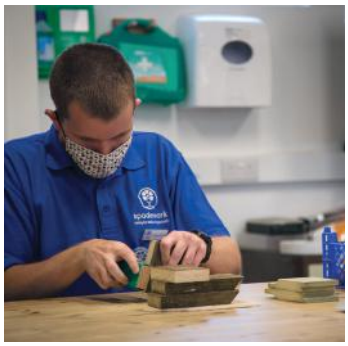
The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
Spadework Social Enterprises CIC	**641,540**	**(662,940)**	**(21,400)**	**(21,399)**

spadework
sowing the seeds of opportunity








Spadework, Teston Road, Offham, Kent. ME19 5NA
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Thanks to Stephanie Peat for design and Singlewell Print for printing this report.

SPADEWORK LIMITED

England & Wales - Charity number 291198

Accounts

spadework
sowing the seeds of opportunity

Trustee' Report and Financial Statement For Year Ended 31st December 2020



Registered Charity Number 291198
Registered Company Number 1820460

Spadework Ltd
(A company limited by guarantee)

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Reference and administrative details of the charity, its trustees, and advisers

Registered Office
Teston Road
Offham
West Malling
Kent, ME19 5NA

Chairman
Susan Murray

Treasurer
Anthony Young

Company Secretary
Anthony Young

Trustees

Name	Date First Appointed
Peter Reeves	20/05/04
Trevor Brazier	23/11/09
Anthony Young	26/07/11
Susan Murray	27/09/11
Edward Hosey	27/11/13
James Burke	27/11/13
Reverend James Brown	20/06/18
Mary Rimmer	19/12/18
Hayley Brooks	01/04/21
Nadra Ahmed OBE	01/04/21

Patrons
Tom Tugendhat MP
Stephen Betts
George Harvey

Chief Executive Officer
Kris Healey

Independent Auditor
Kreston Reeves LLP
Montague Place
Quayside
Chatham Maritime
Kent, ME4 4QU

Bankers
NatWest Bank
43 Swan Street
West Malling
Kent, ME19 6HF

Chairman Introduction: Sue Murray



In the words of Charles Dickens "It was the best of times, it was the worst of times" which to me rather sums up 2020!

From March 2020 onwards the site was mainly closed to our Trainees with a sporadic return in early Autumn closely followed by another closedown from November onwards. The majority of staff were furloughed from March with some on flexi-furlough and I cannot thank enough the volunteers who stepped forward to help run the Garden Centre, Farm Shop and the site in general – we owe these willing volunteers a huge debt of gratitude for their cheerfulness and ability to get on with all the jobs they were asked to do.

Technology has been a boon to Spadework, with new ways of working allowing the Care Team to keep in touch with Trainees by phone, WhatsApp, Zoom and snail mail when required. By this enforced way of communication it has helped many of our Trainees grow in confidence in their use of technology, providing them with the opportunity to gain new skills and experiences despite being unable to be on site.

Spadework has never generated such a sizeable surplus in its history, this would not have been possible without the kind and generous donations from our fantastic supporters and customers. All funds generated were used to great effect, helping us to construct three new buildings, re-purpose six existing rooms and update our site's accessibility, allowing us to provide services to additional beneficiaries in the years to come.

We were also able to designate (reserve) three months' worth of staff salaries, which again is something that we have been striving to achieve for a number of years. Whilst the figures contained within this document are inspirational, they certainly do not tell the tale of just how hard everyone worked to keep the charity open.

For a large percentage of 2020 we were fearful that the pandemic would force our closure, or at the very least a reduction in our services. Fortunately the local community, our funders and our supporters came to our aid and helped us to not only keep our doors open, but to help make a number of significant steps towards updating both our facilities and the range of activities that we provide. We all recognise that the figures achieved in 2020 were a one off, enhanced as a direct result of the Covid-19 pandemic. 2021 shall hopefully be a year of consolidation, while we strive to match the figures achieved in 2019.

What a year 2020 has been – Spadework continues to be an innovative and safe environment and I am very proud of all that has been achieved despite the pandemic. I close with a warm thank you to everyone involved with Spadework - staff, volunteer or Trainee - we couldn't have had such a successful year without you.

Objectives and Activities:



Mission

To support Spadework's beneficiaries to be more independent, feel less isolated and to live happier, healthier and more fulfilling lives.

Spadework helps Trainees to:

· Be more **independent** and better prepared for life outside of their family and Spadework.
· Have an increased sense of **self-worth, belonging and purpose** by feeling the value of doing a good job, being part of something bigger than themselves and playing an active part in the community; **feeling accepted for who they are**.
· Have **reduced isolation** and increased **connection with others** by feeling part of a team, accepting each other's abilities and supporting other Trainees.
· Be **happier and healthier** and have **an increased sense of wellbeing.**

Policies and objectives

Spadework provides care, support and meaningful opportunities for adults with learning and other disabilities in arts, crafts, catering, gardening, health, hobbies, horticulture, hospitality, information technology, life skills, retail management, wellbeing and woodwork. Spadework provides a range of different experiences to enable our beneficiaries (who we call our Trainees) to develop the skills needed to allow them to reach their full potential.

Public benefit

The charity's objective of supporting Spadework's beneficiaries to be more independent, is of benefit not only to our Trainees but also to their families, support networks, carers, local authorities and the wider community.

Spadework is based in West Kent and provides opportunities for vulnerable adults from both Kent and Medway.

We are fortunate to have many energetic, resourceful and inspiring individuals on staff or as volunteers who share our passion and commitment to realising our vision. At the heart of a rural community, Spadework offers local people a unique place to meet friends, re-charge their batteries and enjoy the interaction with our Trainees.

Our safe and stimulating site is also an inspiration for the local community, be it someone faced with bereavement, a life changing health diagnosis, an ageing parent, or a family celebration the interactions that happen on our five-acre site are often magical.

How Spadework Operated in 2020:

We can break 2020 into four distinct phases…

Phase 1

1st January 2020 to 22nd March 2020

- Spadework was open to the Trainees with 55 Trainees on site each weekday.
- All of Spadework was open to the public seven days a week, including our Farm Shop, Garden Centre and The Food Shed (our Training Kitchen / Café).

Phase 2

23rd March 2020 – 20th September 2020

- Zero Trainees were able to attend face to face sessions on site, instead we provided virtual and long distanced support remotely to all of our Trainees.
- Only our Farm Shop remained open for this entire period in line with government guidelines.
- Our Garden Centre was closed initially during this phase, though it was able to reopen fully in line with government guidelines during July. While our Garden Centre was closed our Farm Shop was able to sell a number of our horticultural products.
- The Food Shed remained closed.

Phase 3

21st September 2020 – 30th October 2020

- Our Trainees were able to return to Spadework for the first time since March, we provided support to 24 Trainees each weekday.
- Virtual support was still provided to those Trainees unable to attend face to face sessions.
- The Farm Shop and Garden Centre remained open.
- The Food Shed remained closed as this area was used exclusively by our Trainees

Phase 4

31st October 2020– 31st December 2020

- We had zero Trainees on site during this phase.
- Our virtual and long distanced support once again resumed and was offered to all of our Trainees.
- Only our Farm Shop and Garden Centre remained open to the public, in line with government guidelines.
- The Food Shed remained closed.

Phase 1:

During the first two and a half months of 2020 we were operating as in previous years, facilitating a wide range of different activities and meaningful opportunities for our Trainees, whilst providing the chance for them to learn new skills and reach their full potential. At this time Spadework was supporting 116 Trainees in total, typically welcoming 55 unique individuals on site each week day, taking part in their familiar activities and routines, gaining knowledge, skills and experiences within our various horticulture departments, carpentry workshop, craft room, as well as helping in our Garden Centre, Farm Shop and The Food Shed, our training kitchen. Our retail, catering and hospitality services were all open to the public seven days a week.

This period of time was heartwarming, meaningful and purposeful for everyone associated with our charity. A survey indicated that each of our 116 beneficiaries felt a reduced sense of isolation, an increased connection with others, as well as feeling happier, healthier and having an increased sense of wellbeing, this feeling cascaded throughout the charity, flowing directly from our Trainees, through to our staff, volunteers and supporters. It really felt as though the many years of hard work had started to pay off and that Spadework was delivering its vision to provide an increased sense of self-worth, belonging and purpose. Spadework was making a greater sustained impact to the lives of our beneficiaries more than at any other point in our 37 year history, we were focusing on outcomes rather than outputs and placed the wellbeing of our Trainees at the forefront of our holistic approach to caring.

Our retail, catering and hospitality services had never been more popular, experiencing our most successful first quarter ever! Our charity was making a huge contribution to our local community, gaining more supporters and customers than ever before. After a number of very difficult years Spadework was cementing itself as a hub for vulnerable adults right in the heart of the community, creating a safe place for our customers, supporters and beneficiaries to cooperate, coexist and collaborate.



If this wasn't already positive enough, a week before the first lockdown, our Charity attended the Taste of Kent Awards 2020 in which we were shortlisted for a number of awards. Our fabulous Elderflower Cordial and Rhubarb Cordial came second and third in the Specialist non-alcoholic drink category, whilst our Training Kitchen and Café 'The Food Shed' won the Excellence Award for Customer Service. This gave the whole of Spadework a lift and really excited us for the year ahead – it is safe to say that life at Spadework was immeasurably positive.

Then Covid-19 hit, which tore a hole right through the heart of our charity.

Phase 2:



As of the 23rd March 2020 our Trainees were unable to attend our day opportunity service and for the first time in 37 years Spadework fell silent. The joyful sound of fun, laughter and shared experiences were no longer resonating around our five-acre site. Everyone associated with the charity had to find a new way of working, interacting and socialising. As the Covid-19 pandemic began to spread, the message from the government was to 'stay home, save lives and protect the NHS'. This included all of our face to face care delivery and stopped our Trainees from being onsite. As a result of this national directive our Trainees had to stay at home without the opportunity of attending Spadework. Moreover, 77 % of our staff were part of the Government Job Retention Scheme.

This particular moment in time was emotionally very hard for everyone associated with the charity, we really were fighting for our very survival. Our CEO, Kris Healey, was interviewed on a number of platforms, including; BBC South East TV News, BBC Radio Kent, Heart FM, LBC, KMTV and KMFM. These interviews acted as a catalyst to mobilise our supporters, encouraging anyone that held Spadework dear to their heart to carry on supporting our charity, especially in the midst of a global pandemic.

During 2020 serving the community became a substantially bigger part of what we do, revisiting our strategic objectives and recognising the platform that we had to be able to bring about positive change to the lives of those that needed us most in the local community. Despite the Trainees not being onsite we were still able to further our charitable objectives, both in terms of remote support to our existing beneficiaries and face to face support to our volunteers and supporters through visiting our Farm Shop, Garden Centre or Vegetable Garden.

Between March 2020 and September 2021, a skeleton staff, with the assistance of 76 volunteers, helped to keep our five-acre site tended as best as they could. This army of volunteers predominately comprised of members of the local community who had been furloughed themselves by their employers, or people who were struggling with their mental health, feeling isolated or seeking a sense of purpose. Spadework could not have remained open if it was not for the hard work, dedication, passion and enthusiasm of our volunteers during this period. Everyone associated with Spadework owes them a debt of gratitude as without them Spadework would not have a service to return to. Our volunteers played an integral part in a number of essential activities during this period including; sowing, planting and caring for our stellar crop of pumpkins; arranging, packing and delivering vegetable boxes, food parcels and fruit baskets to vulnerable members of the community and working to keep our Farm Shop and Garden Centre open by selling essential items to the public during a real period of uncertainty for the whole world.

Farm Shop

Within one day of the announcement of a National Lockdown on 23 March, amidst all the uncertainty, the Spadework Farm Shop was providing essential items to frontline workers and those unable to visit a supermarket. Tapping into the excellent relationships that we have with local growers and food producers, we were able to increase our supplies while a number of supermarkets ran out. We used all our communication channels, to let vulnerable people know that we were here for them. We worked at breakneck speed to make our site Covid-secure and to be there for the local community. We only allowed one household in the shop at a time and many of our customers commented on how they felt safe whilst shopping with us. We viewed it as our mission to support a community who had so willingly supported us over the last 37 years, this was our opportunity to give back, to show compassion and most importantly bring about positive change to the lives of those that needed it most.

During the first National Lockdown we quickly established a service ensuring that the most vulnerable people in the local area were supported. We delivered food boxes to care workers at the Heart of Kent Hospice because, due to the long hours that they were working, they were unable to get to a supermarket before they closed, or if they could get to the shops all of the shelves were empty. This lead to the creation of our Sunshine Boxes. A Spadework Sunshine Box was a Vegetable Box, Fruit Basket and Food Parcel all rolled into one and was gifted and delivered to vulnerable families who were unable to access food when they needed it most. As well as our Sunshine Boxes we also delivered groceries to our customers and supporters throughout the local area. In April 2020 alone, we delivered over 2,000 vegetable boxes to vulnerable members of the community. Throughout the remainder of 2020 we continued to provide vegetable boxes, fruit baskets and food parcels to families who were in need and to people who remained at home, predominantly to those that were shielding.



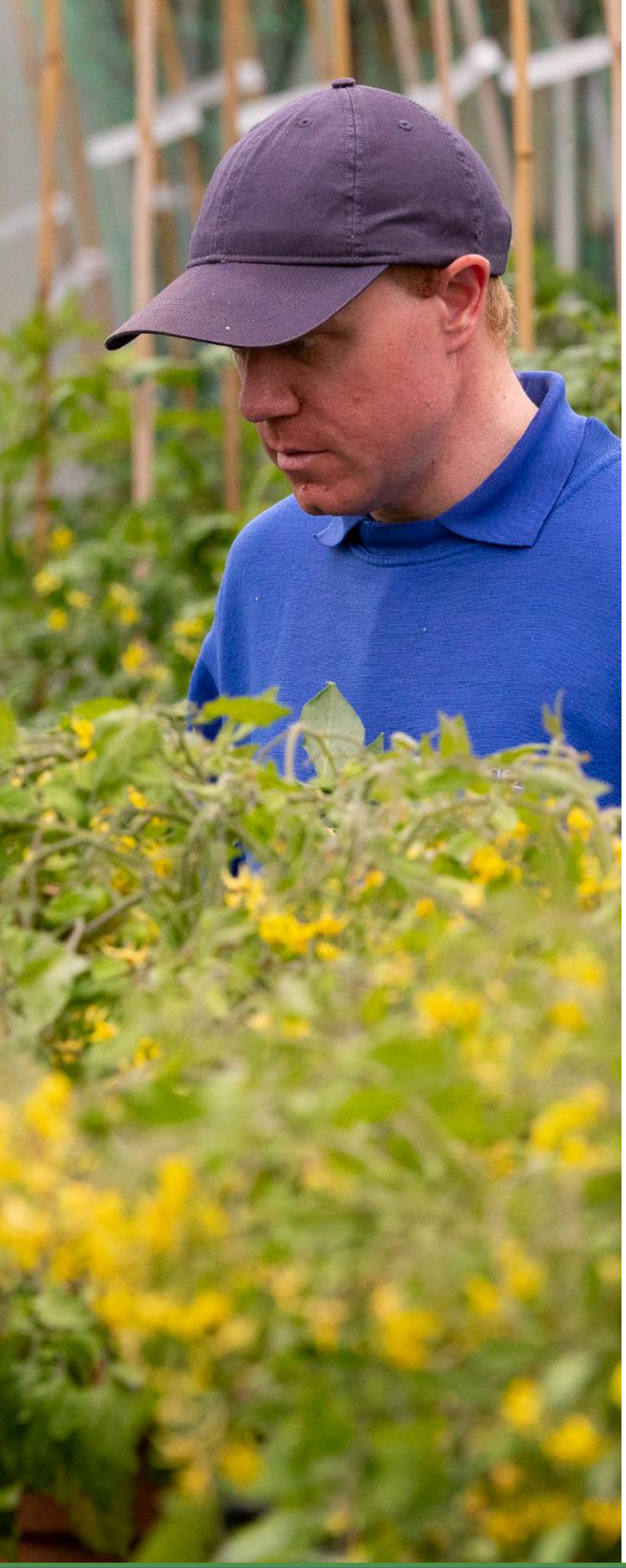
"We have impacted the lives of many socially isolated and vulnerable people, through providing service community wide"

We provided 2,138 Sunshine Boxes to 437 vulnerable families in April 2020. We know that for one family, for example, the food box has helped them through an unexpected period in their life when being unable to work meant they found it hard to feed their family.

"One of our regular customers said we became a "lifeline" as she was unable to stand for long in a queue at her regular supermarket"



“You guys were a lifeline to us when we were shielding and could not get a delivery slot. Being able to order and pay over the phone and just stay in the car while you put my order in the boot saved our physical and mental health. Thank you” (Via Facebook)



Garden Centre

Initially at the beginning of Lockdown in March 2020, Garden Centres across England had to close. When circumstances allowed, in line with government guidelines, we were able to resume selling our extensive range of horticultural products. Owing to the many excellent relationships we have with local commercial Garden Centres, our charity was offered a lot of surplus stock which we were able to sell. We managed to keep the Garden Centre open when restrictions were lifted, thanks to the volunteers who kept the plants watered and cared for. Our volunteers were also instrumental in helping to implement and monitor a one-way system for shopping to ensure the site remained covid-secure, whilst also providing the very best personalised and specifically tailored customer service

Both our Farm Shop and Garden Centre had never been so busy. Our three best sellers for the period were undoubtedly gin, compost and flour, which is fairly indicative of many people's lockdown experiences.



Phase 3:

Between the 21st September 2020 and 3Oth October 2020 Spadework welcomed 41of our amazing Trainees back to our site in Offham, although, due to social distancing, we were only able to facilitate a maximum of 24 individual Trainees each day, a far cry from the 55 each day we were able to support prior to the pandemic. After more than six months away from Spadework it was fantastic to be able to work with our Trainees again, in a covid-secure way, hearing their laughter resonate throughout the site.

Our Trainees worked in a series of distinct covid-secure bubbles. Each bubble was given a colour to easily identify their area of work, as well as a protected space that was specifically for that group. The maximum bubble size was four Trainees. We had a bubble in our new classroom, new woodwork room, our new horticultural store, the glasshouse, the veg patch and The Food Shed.

We took the difficult decision to keep our Training Kitchen, The Food Shed, closed to the public, for the entirety of the reporting period. This decision was made for a number of reasons, the most important of which was that The Food Shed is actually the largest room on site, this therefore meant that we could use it to facilitate activities for our Trainees. As a direct result of not opening The Food Shed to the public we were able to provide care, support and meaningful opportunities to four additional Trainees every weekday. Our principle objective and reason for existing is to care for our Trainees, so whilst we all missed The Food Shed being open, we were prioritising the wellbeing of our Trainees during this difficult time. Everyone associated with the charity recognised that opening The Food Shed would create an increased risk to the health of our Trainees, volunteers, staff and customers. This was a risk that we could not justify. The Food Shed remained closed for the remainder of 2020 and has not been open since the 23rd March 2020. It is highly unlikely that The Food Shed will open until early in 2022.

As well as having the Trainees on site during this phase we also ran our Charity Pick Your Own Pumpkin Event from our Pumpkin Garden, it was fabulous to be able to share everyone's hard work with the local community during this time. We sold 6,972 pumpkins and generated in excess of £31,000 for the charity, this money was most certainly a lifeline for the charity and really reflected the amount of hard work by our Trainees, Staff and Volunteers during a really trying year.

Unfortunately as the Covid-19 infection rate began to increase we were forced to make the difficult decision to once again cease providing face to face care services from the 30th October 2020 and revert back to our virtual and long distanced support.

Phase 4:



From the 31st October 2020 until the 1st June 2021 our Trainees were unable to be onsite, instead receiving our highly regarded virtual and long distanced support.

Spadework, along with the rest of the world, geared up for a very different Christmas in 2020. Our Garden Centre and Farm Shop remained open, selling our Nordmann Christmas Trees, Appledore Turkeys and extensive range of Christmas Hampers.

"Spadework feels lovely & festive despite current circumstances, this is the first normal thing that we have done all year! We have a beautiful tree" (via Facebook)

In 2020 Spadework sold in excess of 1,200 Christmas Trees, 50 Appledore Turkeys and over 3,000 Hampers. Our Hampers proved to be so popular that we converted our unused Café space into Spadework's first ever Hamper Hut.

Our volunteers helped us at Christmas to sell Christmas trees, which are an important income stream in any year. Ensuring that we hold onto customers who visited us during 2020, particularly those who found us for the first time, is a key focus for 2021. We firmly believe that 2021 will be a substantially harder year than 2020, so customer service, a positive experience and quality products are all of paramount importance.

We were also incredibly fortunate that KCC continued to fund our Trainees attendance recognising the value of our virtual and long distanced support packages of care, despite our inability to deliver our face to face sessions as a direct result of Covid-19.

With our army of Volunteers we managed to continue to facilitate our log deliveries in 2020, but without the Trainees we were unable to offer our popular stacking service. The transactional logs at spadework website (www.logsatspadework.co.uk) that we developed in 2018, proved invaluable for taking and managing orders.

In 2020 we were able to deliver 596 bulk bags of seasoned or kiln dried logs, this represents a 52% increase compared to 2019. We attribute this success to our increased profile and popularity generated from the first two lockdowns, as well as the fact people were spending an increased amount of time at home in 2020, so were likely burning larger quantities of wood to keep warm.

We hosted more than 160 video sessions via Zoom, engaging with 66 Trainees in 2020.



2020 Reflection:



"During lockdown when our site was broken into and items stolen, we received many messages of support, including this one: "I have just heard. I am so angry at this and sorry for you all who have put your heart and soul into your wonderful centre. You don't realise how much you have kept me/us/the community supported just by keeping open during this past year of lockdowns. Big hugs to you all. And you have our unconditional support out here, just let us know how we can help you."



Despite the closure of our Café, our Garden Centre, Farm Shop, Log Delivery and Stacking Service, Hampers and Veg Boxes proved to be more popular than ever before. Given the unpredictability and uncertainty of the pandemic, the cultural and societal desire to shop local, support independent retailers and give to charity certainly had a huge impact on our commercial endeavours and level of donations. Philanthropy was at its highest in 2020, which given the nature of the pandemic, was truly humbling. Not only had we supported more people than ever before, but the number of people that chose to support us had also grown to unprecedented levels. It really felt as though the local community had come together to support each other and make the best of an awful period of pain, anxiety and uncertainty.

One such example of how philanthropy lifted the charity in the midst of the pandemic was when a 7 year old girl came on site to do some shopping with her family. Whilst on site she tracked down our CEO and said to him "Because all of the toy shops are closed I want to give my pocket money to Spadework as a thank you for last year's Easter Egg Hunt and Pick Your Own Pumpkin events, I really want to come back next year for even more fun". This single act of generosity never fails to draw a smile and equally a tear, it perfectly encapsulates how much Spadework means to the local community and without our customers continued support we would not still be able to remain open for our Trainees.



32,849 hours of volunteering in 2020!

During this crisis Spadework has embedded itself further into the heart of the community and this will have a positive impact in the future, bringing in new supporters and creating a deep bond between the staff, volunteers, and members of local community. Most importantly our activities have reduced the social isolation of many vulnerable people and had a profound effect on their wellbeing during these unprecedented times.

Many of our volunteers have experienced a deep sense of satisfaction within the time they have spent at Spadework. This has positively contributed to their wellbeing. One of our volunteers said:

"What was nice, whatever you did, whether it was unloading a lorry, making a veg box, weeding or cutting the grass, it was always making a difference, so it was a nice feeling knowing that you were contributing to saving a charity and helping other people."

A member of the local community tragically lost her son to Covid-19 during the first National Lockdown and became a volunteer at Spadework soon after this devastating experience occurred. This incredibly strong and compassionate individual would volunteer three times a week and would often comment on how volunteering at Spadework had "saved her own life" as without the chance to volunteer at Spadework and the opportunity to work with nature, while purposefully supporting a charity, she would have had no release for her grief. It was mentioned on numerous occasions how volunteering at Spadework was, in her opinion, the best thing to help with "feeling numb and lost after a bereavement".

We recruited 72 new volunteers in 2020 as a direct result of the pandemic!




From the 23rd March to the 31st December 2020 we made a total of 8,013 telephone calls to our Trainees!

Site Regeneration:



During 2020 we worked tirelessly to increase the amount of indoor space we have available on site. We are deeply grateful to have received funds specifically for this purpose and to have had the support of many generous building contractors and in the space of twelve extraordinary months to have completed most of the construction work we had planned for the next six years.

This means not only will we be able to accommodate our Trainees back on site, with the necessary social distancing measures but we have expanded space to offer to other vulnerable adults. We are in touch with several local organisations that are interested in using our space. This will also contribute to the financial sustainability of the charity, enabling us to utilise the site for more of the available time, for example, during evenings and weekends.

Before the coronavirus pandemic, we had a vision for Spadework to become a hub offering activities on our site to other vulnerable adults, specifically those with early-onset and young onset dementia and those facing challenges with their mental health.

Taking this project forward is top of our priorities, to help meet the increased demands of vulnerable adults. We are currently talking to interested organisations, funders and making other changes to the site, for example creating eight on-site allotments. Many vulnerable adults, including our Trainees, can enjoy caring for an allotment in a safe space. The therapeutic benefits of horticulture are well-known.

After a tumultuous twelve months, in which we managed to achieve an expansion of our indoor space, to serve the local community and to be discovered and visited by new people, we are ready to serve a society that has been changed by coronavirus and to improve the wellbeing of many people who may have been negatively impacted by the pandemic.

The changes to our site are clear to see, but as we reflect on 2020 it really brings to life what a difference a year can make.

Our Farm Shop was given a much needed facelift at the start of 2020, with the work being completed a matter of days before the first lockdown.

During the first and second lockdown our new classroom, which will be used as both a sensory room and a quiet room was completed, this indoor space will make a huge difference as indoor space is certainly something that we have struggled with, particular in the winter months.

Our Woodwork Room was converted into the new Trainee Common Room, which meant that the Woodwork Room moved to the place that the Garage used to be. The new classroom block also allowed for this Woodwork Room to have an additional area known as the Machinery Room, somewhere that all of our heavy duty tools and machinery could be used at a safe distance with adequate exclusion zones. The Garage also moved to the front of this block providing a safe place for our horticulture related equipment and machinery, such as garden tools and lawn mowers.

Our Skinny Mess Room was repurposed as the Purple Room and will be used as a small area for groups to work and our Large Mess Room has been transformed into the Orange Room where our Trainees will learn life skills and gain access to new and exciting opportunities to help shape their lives.



By far the biggest accomplishment in 2020 was the creation of our Performing Arts room and migrating our Craft Room from an old shed at the bottom of our site into a new purpose built room next to our Performing Arts Room. In 2021 this block will be used by our Trainees in a number of new and exciting ways. We are hopeful to create a Spadework choir as well as our very own pantomime!

We also created our amazing Potting Pods, that provide our Trainees with shelter from the sun and rain whilst allowing them to gaze out across the Vegetable Garden. The weather is really changeable, so shelter that we are able to nip in and out of is certainly appreciated. Our Trainees are at their happiest when working outside, so this amazing area provides the best of both words.

Finally, the most noticeable change to our site was the sheer amount of block paving that had been installed. Our courtyard, garden centre and adjoining areas have been levelled, updated and rejuvenated, ensuring better access for our Trainees, Volunteers, Staff and Customers. Our Trainees calculated that if you lined up each of the new blocks that had been installed in 2020 they would have stretched from Spadework to the Channel Tunnel.



Trainees:



Between the 1st January 2020 and the 23rd March 2020 55 Trainees came on site each day. This was a major achievement as we had achieved one of our 2019 strategic aims to support in excess of 46 Trainees each day and fill over 230 places each week.

Before the first National Lockdown was announced on 23rd March, we had already made many changes on site to not only keep our Trainees safe, but also to manage their growing anxieties as the uncertainty unfolded. For example, we had already introduced sessions to teach our Trainees both the importance of hand washing and how to do it properly, with easy read signage strategically positioned around the site. For 37 years Spadework had always provided our Trainees with purposeful and meaningful face to face opportunities, unfortunately this had to stop when the first National Lockdown was announced. On the 23rd of March 2020 we closed our doors to the Trainees, an emotional decision for all involved, however just 24 hours later our amazing Care Team were already rolling out a series of in-depth, person centered, specifically tailored and truly inspirational virtual and long distanced support packages. Our Care Team worked tirelessly to ensure that our Trainees remained supported and strived to ensure that, in a world full of uncertainty, they still had some degree of structure and routine – two things that are very important to our Trainees. Our virtual and long distanced support was highly regarded by both Kent County Council and Medway Unitary Authority, with both funders regularly commenting on the impact our support was having on our Trainees emotional wellbeing and mental health.

Our virtual and long distanced support packages proved to be very popular with both our Trainees and their support networks too. Using our new cloud-based Wi-Fi calling phone system, our Care Team were able to telephone our Trainees and interact on a one-to-one basis. The phone calls started off short, the average call length in those early days would be less than 1 minute, but as the pandemic progressed we soon began to notice something truly remarkable, not only were the call lengths growing exponentially, but the conversations began to flow.

Our Trainees were really buying into our one-to-one phone service and the impact was notable. We have always prided on our ability to provide meaningful opportunities to gain new skills, to scaffold new experiences and promote confidence, for us to be able to achieve this remotely was certainly a humbling experience. One of our Trainees would refer to his one-to-one phone call as his "Business call" and would explain to the whole of his support network that he had important business to discuss. This particular Trainee would initially only stay on the phone for around 30 seconds, fast forward a year and his calls often last in excess of 30 minutes!

Our Day Services Manager, Mick Smithson, started working at Spadework a few weeks before the first National Lockdown, unfortunately this meant that he was unable to meet, in person, the majority of our 116 Trainees, this meant that he also had to build meaningful and supportive relationships with Trainees remotely. I remember fondly on the 21st September 2020 when a Trainee eagerly leapt out of their Taxi and was greeted by Mick. The Trainee wasn't too sure who Mick was initially, but as Mick began to speak, in his very distinctive northern accent, the Trainee turned to Mick and said "Oh wow, you are Mick from on the phone, it is great to see that you are a real person". For Mick, Gill and Gemma to all forge fantastic relationships with our Trainees remotely has been one of the best things to come out of the pandemic, their passion and commitment is certainly to be celebrated and undoubtedly appreciated by many.

One of the main benefits our Trainees receive from attending Spadework is the socialisation and friendships with fellow Trainees, so we set up a closed Facebook group which allowed them to remain in touch with one another, sharing photos and news about what they were doing. In June we got as many as possible involved in The Big Virtual Spadework Tea Party, baking cakes and sharing their experiences together. We even managed to get some former TV Bake Off winners to send messages of support via Facebook videos.







For those who had access to the technology we hosted four regular video calls each week via Zoom. Initially we spent time helping our Trainees and their carers/parents to use the technology, all of us experiencing the same frustrations as many throughout the world, namely how to unmute yourself and how to turn your camera on. It was wonderful to witness the Trainees affinity for new technologies and experiences, using new and exciting methods to stay connected.

We would host a mixture of different groups in an attempt to ensure everyone's needs were met, this meant that we would host three different types of groups; A quiet / calm group with a smaller number of Trainees, a lively open forum which was the most fun of organized chaos you could ever experience and then themed activity sessions, such as creative writing, bingo, singing and poetry. We gave our Trainees themes to discuss – like current affairs, which gave the sessions a distinct focus, and we helped our Trainees to use the mute button and to take turns to speak and listen to others.

One of the highlights of a normal year at Spadework is our Trainee Christmas party. So, this year we hosted a Zoom session where the Trainees could dance, play games, read poems that they had written and sing carols. A local supporter put on a virtual disco and we all had so much fun together in a safe and compassionate environment.

Some of our Trainees live without access to internet or digital devices, so we also made a point of sending out activity packs every two weeks to all of our Trainees. Our packs included word searches, maths problems, stories, horticulture products and other things to help ensure that the Trainees continued to feel connected to Spadework.

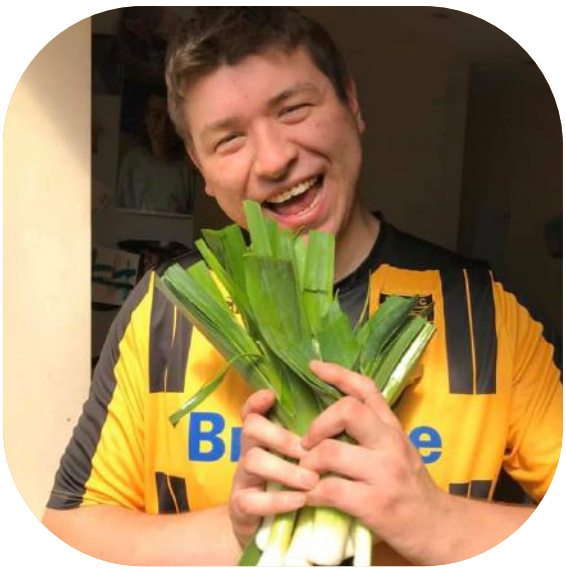
As well as providing services to our Trainees, we also ensured that we provided, for free, a series of carers support groups as well as one-to-one calls for the support networks of our Trainees. We also set up a private Facebook group for our carers, family members and support networks, helping with topics as such challenging behavior and different triggers. It also provided some much needed respite for the families of our Trainees, who like all of us were adjusting to a new routine. Some of the parents of Trainees were themselves experiencing difficulties, which made us particularly passionate about providing care and support to as many people as possible.

Spadework also provided veg boxes, fruit baskets and food parcels to our Trainees throughout the pandemic, ensuring that they had access to fresh produce whenever they were in need. We also dropped off toilet rolls to our Trainees early in the pandemic when toilet roll was scarce.



Trainee A lives in a flat on his own. Between March and June 2020, we contacted him via telephone multiple times every week. Realising that he had a mobile device and an internet connection, we helped him to download the app and then showed him how to log-in to regular weekly meetings with other Trainees. He then waited for the opportunity to visit his parents, who live 40 miles away, and used his new knowledge to help them download the app. "I will be able to teach my parents how to do it," he said. "They have got the computer, but they need to be told how to use Zoom and then they will also be able to link up with other parts of the family."

Many of our Trainees learned to interact with one another via Zoom – getting the attention of the host when they wanted to speak, learning to take turns in speaking, developing listening skills.



Our one-to-one chats and group Zoom sessions gave our Trainees a sense of connection, routine, structure and something to look forward to.

Trainee P came up with the idea of creating a regular Zoom group for the Trainees who attend from Medway. Normally they would come together to Spadework on the minibus. During this period they meet for 45 minutes each Wednesday afternoon for a chat, essentially creating a virtual minibus journey allowing friends of many years to share stories and updates from their lives.

"Helping to reduce the effects of social isolation on our Trainees as well as providing support to carers and parents are the biggest impacts of our work in 2020" Gill Speed, Head of Care & Training



For six weeks, between the 21st September 2020 and the 30th October 2020, we were able to welcome back 41 Trainees. They were involved in socially distanced activities like food preparation, woodwork, arts and crafts, horticulture and life skills.

We anticipate that with all of the new buildings, shelters and spaces that we will be able to provide meaningful opportunities for over 75 beneficiaries each day.

Fundraising:

Our fundraising activities were led by the Chief Executive Officer, supported by our Fundraiser and Business Development Manager.

We received support from The Coronavirus Community Support Fund, distributed by The National Lottery Community Fund and the Kent Community Foundation Covid-19 support fund and Charities Aid Foundation. We also received funding from The National Lottery Community Fund and The Postcode Neighbourhood Trust, a grant giving charity funded entirely by players of The People's Postcode Lottery. We have also received grants from Global's Make Some Noise and from the European Agricultural Fund for European Development (LEADER).

Many local community groups have helped us this year, including Borough Green Pinboard, East Kent Provincial Freemasons, East Malling WI, Rotary Club of Malling, Kings Hill Rotary Club, Tonbridge Rotary Club, Sevenoaks Lions Club, Malling District Lions Club, Offham May Day Committee, The Offham Society, Otford Gardening Society and Wrotham Heath Golf Club.

We have also received support from Borough Green Parish Council and Offham Parish Church Council.

In March 2020, many of our supporters contributed to a crowdfunding campaign on the Crowdfunder platform which raised £12, 000.

Many of the comments that we received during the campaign gave an emotional lift to our volunteers and staff.



"An invaluable asset to our local community and a reminder of the importance of every member of our society"

"Spadework plays such a vital role in our community not only for those who work there but also for residents by putting on events. We all really appreciate what you do for us"

"You are a lifeline for so many young adults"

We are also deeply grateful to all the individuals who have made donations throughout the year.

Thank you.

Corporate partnerships

Several local companies, most notably Rolex HQ, provided volunteers who helped on site for most of 2020. They have worked with our team of staff and regular volunteers on everything that has needed doing on our site. With their hard work and commitment, they enabled us to continue to grow our pumpkins. They looked after them throughout the year so that despite the fact our Trainees have not been on site to help, we were able to hold our annual pumpkin event which not only generated valuable income for the charity but enabled us to bring the community together.



The support of the team at LJ Betts not only kept our crops watered but they also supplied us with 300 cardboard boxes for our Sunshine Boxes. Many of their staff volunteered their time to help us create and deliver the boxes to vulnerable people.

We were in the second year of a partnership with Brachers Law Firm. Although many of their staff were working remotely, they raised funds for Spadework, for example through quizzes and a pumpkin carving competition.

Spadework also received support from a business networking group, Network B2B ,with many of the members supporting the Farm Shop.

Corporate hamper orders generated a significant amount for the charity and continue to raise our profile. Several local businesses including Mortgages for Business, Keystone Finance, MediaTek, TGC International, Searchflow and St James's Place Wealth Management placed orders, many of which were distributed nationally.

Thank you so much for the delivery and beautiful hampers, I have been meaning to message you all week. They are fabulous and thank you for such a thoughtful and great choice of goodies. The team have all had fantastic praise for them indeed. (MediaTek)

Marketing and Communications:



During Lockdown we were able to continue to communicate with our supporters through our website and social media channels.

The number of Facebook followers we have increased from 5,000 followers at the end of 2019 to more than 8,000 at the end of 2020. We try wherever possible to reply to individuals. 1,150 people follow Spadework on twitter.

We have also sent occasional e-mails to a database that grew from 89 to more than 300.

Events

We had to cancel all our planned fundraising events. However, we held our Virtual Tea Party in June and held a virtual programme aimed to get people, including our Trainees, active with 'Step up for Spadework' – a week of committing to physical exercise. While these did not raise significant sums of money, they helped keep us connected to our supporters.

In the past three years, Spadework's PYO Pumpkin showcase has become our largest and most successful event, creating an opportunity to bring the community together and generate additional income for the charity. In the absence of our Trainees, pumpkins were planted and tended all year by an army of amazing volunteers. We were able to hold a three week socially distanced PYO event in October, where we sold 6,972 pumpkins and created some smiles and joy among tired local families.

"I had a really good time with the grandchildren choosing their pumpkins. Plenty of choice and several different varieties. Very well organised with social distancing and plenty of places to sanitize our hands" (Via Facebook)

Awards

In February 2020 the staff and Trainees who manage and run the Spadework Café were honoured to win a Taste of Kent Award for customer excellence. Spadework cordials were shortlisted at the same awards in the non-alcoholic drink category.

Thank you

Thank you to everyone who has supported us during this most difficult of years. Volunteers who have given up their time, members of the community for continuing to visit us, many suppliers and businesses who help us on an ad hoc basis, as well as those people who make financial donations. Without any of this we would be unable to improve the lives of vulnerable adults and to help alleviate the impact of the coronavirus pandemic on many people who have been socially isolated.

Trustees' report (continued)
for the year ended 31 December 2020

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company 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).

Company law requires the Trustees to prepare financial statements for each financial year . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

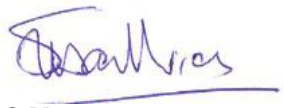
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditor

The auditor, Kreston Reeves LLP, has indicated his willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



S Murray
Chair

Date: 24 September 2021

Independent auditor's report to the Members of Spadework Limited

Opinion

We have audited the financial statements of Spadework Limited (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, 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 December 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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.

Independent auditor's report to the Members of Spadework Limited (continued)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual 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. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion 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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- 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 our 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 Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; 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

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.

Independent auditor's report to the Members of Spadework Limited (continued)

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. Based on our understanding of the Charity and the sector as a whole, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery, safeguarding, data protection and employment law. 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 Charities SORP (FRS 102) Second Edition (released October 2019), the Companies Act 2006 and other relevant charity legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated Trustees' and 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 related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in accounting estimates and not correctly recognising restricted revenue as such or spending restricted revenue as though it is unrestricted rather than for the purposes intended by the donor. Audit procedures performed by the engagement team included:

- Discussion with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud; and
- Assessment of identified fraud risk factors; and
- Review of cash expenditure to confirm no evidence of personal benefit; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance; and
- Physical inspection of tangible assets susceptible to fraud or irregularity; and
- Review of significant and unusual transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Independent auditor's report to the Members of Spadework Limited (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in my Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of my Auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kreston Reeves LLP

S M Robinson BA FCA FCIE DChA MCMI (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

Chatham Maritime
Date: 24 September 2021

Spadework Limited

(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
for the year ended 31 December 2020

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:					
Donations and legacies	3	**579,904**	**274,185**	**854,089**	240,029
Charitable activities	4	**1,500,242**	**-**	**1,500,242**	1,000,793
Fundraising	5	**30,485**	**-**	**30,485**	16,629
Investments	6	**25**	**-**	**25**	80
Total income		**2,110,656**	**274,185**	**2,384,841**	1,257,531
Expenditure on:					
Raising funds		**10,047**	**-**	**10,047**	5,636
Charitable activities	8	**1,565,754**	**204,004**	**1,769,758**	1,072,014
Total expenditure		**1,575,801**	**204,004**	**1,779,805**	1,077,650
Net income		**534,855**	**70,181**	**605,036**	179,881
Transfers between funds	16	**117,249**	**(117,249)**	**-**	-
Net movement in funds		**652,104**	**(47,068)**	**605,036**	179,881
Reconciliation of funds:					
Total funds brought forward		**384,584**	**102,048**	**486,632**	306,751
Net movement in funds		**652,104**	**(47,068)**	**605,036**	179,881
Total funds carried forward		**1,036,688**	**54,980**	**1,091,668**	486,632

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 36 to 51 form part of these financial statements.

Spadework Limited
(A company limited by guarantee)
Registered number: 01820460

Balance sheet
as at 31 December 2020

	Note		2020 £		2019 £
Fixed assets					
Tangible assets	11		**781,673**		215,570
			781,673		215,570
Current assets					
Stocks	12	**96,275**		68,194	
Debtors	13	**163,864**		210,247	
Cash at bank and in hand		**296,172**		186,100	
		556,311		464,541	
Creditors: amounts falling due within one year	14	**(161,238)**		(103,129)	
Net current assets			**395,073**		361,412
Total assets less current liabilities			**1,176,746**		576,982
Creditors: amounts falling due after more than one year	15		**(85,078)**		(90,350)
Total net assets			**1,091,668**		486,632
Charity funds					
Restricted funds	16		**54,980**		102,048
Unrestricted funds	16		**1,036,688**		384,584
Total funds			**1,091,668**		486,632

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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

A B R Young
Treasurer
Date: 24 September 2021

The notes on pages 36 to 51 form part of these financial statements.

Spadework Limited
(A company limited by guarantee)

Statement of cash flows
for the year ended 31 December 2020

	Note	2020 £	2019 £
Cash flows from operating activities			
Net cash used in operating activities	19	**738,292**	106,937
Cash flows from investing activities			
Purchase of tangible fixed assets		**(628,135)**	(33,799)
Net cash used in investing activities		**(628,135)**	(33,799)
Cash flows from financing activities			
Repayments of borrowing		**(85)**	(4,391)
Net cash used in financing activities		**(85)**	(4,391)
Change in cash and cash equivalents in the year		**110,072**	68,747
Cash and cash equivalents at the beginning of the year		**186,100**	117,353
Cash and cash equivalents at the end of the year	20	**296,172**	186,100

The notes on pages 36 to 51 form part of these financial statements

Notes to the financial statements
for the year ended 31 December 2020

1. General information

Spadework Limited is a company limited by guarantee in the United Kingdom. In the event of the Charitable Company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charitable Company. The address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charitable Company's operations and principal activities are set out on page 2.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Spadework Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

After reviewing the Charity's forecasts and projections, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

2.3 Income

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the company, can be reliably measured.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2. Accounting policies (continued)

2.4 Expenditure

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

Expenditure on raising funds includes all expenditure incurred by the company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- Nil
Site improvements	- 5% straight line
Buildings	- 5% straight line
Motor vehicles	- 25% reducing balance
Fixtures and fittings	- Various rates depending on the estimated useful life of the asset
Assets under construction	- Not depreciated until completion

2. Accounting policies (continued)

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.10 Debtors

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

2.11 Cash at bank and in hand

Cash at bank and 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.

2.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.13 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.14 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Notes to the financial statements
for the year ended 31 December 2020

3. Income from donations and legacies

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Donations	325,853	274,185	**600,038**	240,029
Government grants	254,051	-	**254,051**	-
	579,904	274,185	**854,089**	240,029
Total 2019	79,562	160,467	240,029	

Goverment grants include furlough income of £249,012 received through the government's furlough scheme during the COVID-19 pandemic.

4. Income from charitable activities

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Charitable activities	1,500,242	**1,500,242**	1,000,793
Total 2019	1,000,793	1,000,793	

. Charitable activities

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Horticulture / Nursery	512,538	**512,538**	167,288
Catering	35,067	**35,067**	187,009
Farm shop	353,219	**353,219**	95,031
Logs	54,125	**54,125**	34,569
Other activities	32,733	**32,733**	35,967
Sponsorship - Kent County Council	242,449	**242,449**	221,705
Sponsorship - Medway Council	78,026	**78,026**	76,714
Sponsorship - Private	192,085	**192,085**	182,510
	1,500,242	**1,500,242**	1,000,793
Total 2019	1,000,793	1,000,793	

5. Fundraising income

Income from fundraising events

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Fundraising events	30,485	**30,485**	16,629
Total 2019	16,629	16,629	

6. Investment income

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Bank interest	25	**25**	80
Total 2019	80	80	

7. Costs on raising funds

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Fundraising events	10,047	**10,047**	5,636
Total 2019	5,636	5,636	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Charitable activities	1,565,754	204,004	**1,769,758**	1,072,014
Total 2019	994,651	77,363	1,072,014	

Notes to the financial statements
for the year ended 31 December 2020

. Charitable activities

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Trainee costs	-	-	**-**	38,975
Other staff costs	7,848	-	**7,848**	4,815
Vehicle costs	4,746	-	**4,746**	7,702
Office costs	138,023	-	**138,023**	53,673
Professional costs	19,108	-	**19,108**	10,946
Site costs	58,567	163,334	**221,901**	93,985
Bank interest	5,186	-	**5,186**	5,538
Stock purchases	535,293	-	**535,293**	236,713
Loss on disposal of fixed assets	22,585	-	**22,585**	-
Auditors remuneration	4,950	-	**4,950**	3,801
Wages and salaries	675,631	30,368	**705,999**	540,829
National insurance	44,851	-	**44,851**	34,170
Pension costs	15,144	-	**15,144**	11,940
Depreciation	28,783	10,302	**39,085**	28,927
Bad debts	5,039	-	**5,039**	-
	1,565,754	204,004	**1,769,758**	1,072,014
Total 2019	994,651	77,363	1,072,014	

9. Staff costs

	2020 £	2019 £
Wages and salaries	**705,999**	540,829
Social security costs	**44,851**	34,170
Contribution to defined contribution pension schemes	**15,144**	11,940
	765,994	586,939

9. Staff costs (continued)

The average number of persons employed by the company during the year was as follows:

	2020 No.	2019 No.
Support Workers	**25**	20
Administrators	**5**	4
Managers	**8**	6
Weekend Staff	**10**	10
	48	40

The average headcount expressed as full-time equivalents was:

	2020 No.	2019 No.
Support Workers	**20**	15
Administrators	**3**	2
Managers	**7**	6
Weekend Staff	**7**	2
	37	25

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

	2020 No.	2019 No.
In the band £70,001 - £80,000	**1**	-

During the year the charity's key management personnel received employee benefits (as defined by Charities SORP FRS 102) of £183,689 (2019: £137,662), including employer's national insurance contributions of £17,325 (2019: £11,973) and employer's pension contributions of £4,138 (2019: £3,143).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 December 2020, no Trustee expenses have been incurred (2019 - £NIL).

Notes to the financial statements
for the year ended 31 December 2020

11. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Assets under construction £	Total £
Cost or valuation					
At 1 January 2020	**715,552**	**24,624**	**187,636**	**-**	**927,812**
Additions	**281,254**	**28,288**	**30,404**	**288,189**	**628,135**
Disposals	**(63,982)**	**(8,500)**	**(133,087)**	**-**	**(205,569)**
At 31 December 2020	**932,824**	**44,412**	**84,953**	**288,189**	**1,350,378**
Depreciation					
At 1 January 2020	**539,423**	**21,813**	**151,006**	**-**	**712,242**
Charge for the year	**22,632**	**2,537**	**13,916**	**-**	**39,085**
On disposals	**(43,455)**	**(6,481)**	**(132,686)**	**-**	**(182,622)**
At 31 December 2020	**518,600**	**17,869**	**32,236**	**-**	**568,705**
Net book value					
At 31 December 2020	**414,224**	**26,543**	**52,717**	**288,189**	**781,673**
At 31 December 2019	176,129	2,811	36,630	-	215,570

12. Stocks

	2020 £	2019 £
Closing stock	**96,275**	68,194

13. Debtors

	2020 £	2019 £
Due within one year		
Trade debtors	**83,409**	72,806
Other debtors	**15,168**	-
Prepayments and accrued income	**65,287**	137,441
	163,864	210,247

14. Creditors: Amounts falling due within one year

	2020	2019
	£	£
Bank loans	**9,908**	4,551
Trade creditors	**122,306**	73,854
Other taxation and social security	**20,617**	15,599
Other creditors	**3,130**	2,758
Accruals and deferred income	**5,277**	6,367
	161,238	103,129

15. Creditors: Amounts falling due after more than one year

	2020	2019
	£	£
Bank loans	**85,078**	90,350

Included within the above are amounts falling due as follows:

Between two and five years		
Bank loans	**41,905**	21,457
Over five years		
Bank loans	**43,173**	68,893

Included in creditors is a loan from Natwest Bank, payable over 10 years, from 24 November 2018, at a fixed rate of 5.74% pa over the Bank's base rate. During the fixed rate period monthly instalments of £826 will be payable, with the balance of the loan being due as a final instalment.

During the year the Charity took advantage of a six month repayment holiday.

Notes to the financial statements
for the year ended 31 December 2020

16. Statement of funds

Statement of funds - current year

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2020 £
Designated funds					
Fixed Asset Fund	**183,797**	**-**	**-**	**576,405**	**760,202**
General funds					
General Fund	**200,787**	**2,110,656**	**(1,575,801)**	**(459,156)**	**276,486**
Total Unrestricted funds	**384,584**	**2,110,656**	**(1,575,801)**	**117,249**	**1,036,688**
Restricted funds					
Buildings Fund	**31,773**	**-**	**(10,302)**	**-**	**21,471**
Global Make Some Noise	**48,552**	**55,000**	**(80,204)**	**(23,348)**	**-**
National Lottery	**-**	**130,776**	**(46,184)**	**(74,592)**	**10,000**
Other Restricted Funds	**21,723**	**88,409**	**(67,314)**	**(19,309)**	**23,509**
Total Restricted funds	**102,048**	**274,185**	**(204,004)**	**(117,249)**	**54,980**
Total of funds	**486,632**	**2,384,841**	**(1,779,805)**	**-**	**1,091,668**

16. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 January 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2019 £
Designated funds					
Fixed Asset Fund	171,632	-	-	12,165	183,797
General funds					
General Fund	70,901	1,097,064	(1,000,287)	33,109	200,787
Total Unrestricted funds	242,533	-	(1,000,287)	45,274	384,584
Restricted funds					
General Capital Fund	25,152	66,467	(24,622)	(45,274)	21,723
Buildings Fund	39,066	-	(7,293)	-	31,773
Global Make Some Noise	-	94,000	(45,448)	-	48,552
Total Restricted funds	64,218	160,467	(77,363)	(45,274)	102,048
Total of funds	306,751	160,467	(1,077,650)	-	486,632

The designated **Fixed Asset Fund** represents the net book value of the charity's fixed assets, excluding the value of the restricted Buildings Fund.

The restricted **Buildings Fund** accounts for 'lottery' grants from the Community Fund, expended on buildings and equipment. In accordance with the terms of those grant, there are restrictions on use of those assets which can apply for anything up to 80 years. Accordingly, transfers are made so that the balance on this fund is equal to the net book value of the buildings and equipment to which such restrictions apply.

The restricted **Global Make Some Noise Fund** accounts for a grants awarded to perform repairs and construction work to the Charity's premises.

The restricted **National Lottery Fund** relates to grants received from the National Lottery for various works to make improvements to the Charity's premises.

Other restricted funds relate to immaterial grants and donations received from various organisations or individuals for specific projects.

Transfers out of restricted funds during the year relate to the purchase of capital assets, in accordance with the terms of the restricted grant, and have been transfered to the Charity's designated fixed asset fund as the terms of the restriction have now lapsed.

17. Summary of funds

Summary of funds - current year

	Balance at 1 January 2020 £	**Income £**	**Expenditure £**	**Transfers in/out £**	**Balance at 31 December 2020 £**
Designated funds	**183,797**	**-**	**-**	**576,405**	**760,202**
General funds	**200,787**	**2,110,656**	**(1,575,801)**	**(459,156)**	**276,486**
Restricted funds	**102,048**	**274,185**	**(204,004)**	**(117,249)**	**54,980**
	486,632	**2,384,841**	**(1,779,805)**	**-**	**1,091,668**

Summary of funds - prior year

	Balance at 1 January 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2019 £
Designated funds	171,632	-	-	12,165	183,797
General funds	70,901	1,097,064	(1,000,287)	33,109	200,787
Restricted funds	64,218	160,467	(77,363)	(45,274)	102,048
	306,751	1,257,531	(1,077,650)	-	486,632

Notes to the financial statements
for the year ended 31 December 2020

18. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	760,202	21,471	**781,673**
Current assets	522,802	33,509	**556,311**
Creditors due within one year	(161,238)	-	**(161,238)**
Creditors due in more than one year	(85,078)	-	**(85,078)**
Total	1,036,688	54,980	**1,091,668**

Analysis of net assets between funds - prior period

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	183,797	31,773	215,570
Current assets	394,266	70,275	464,541
Creditors due within one year	(103,129)	-	(103,129)
Creditors due in more than one year	(90,350)	-	(90,350)
Total	384,584	102,048	486,632

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2020 £	2019 £
Net income for the period (as per Statement of Financial Activities)	**605,036**	179,881
Adjustments for:		
Depreciation charges	**39,085**	28,927
Loss on the disposal of fixed assets	**22,947**	-
Increase in stocks	**(28,081)**	(16,507)
Decrease/(increase) in debtors	**46,383**	(113,652)
Increase in creditors	**52,922**	28,288
Net cash provided by operating activities	**738,292**	106,937

20. Analysis of cash and cash equivalents

	2020 £	2019 £
Cash in hand	**296,172**	186,100

21. Analysis of changes in net debt

	At 1 January 2020 £	Cash flows £	At 31 December 2020 £
Cash at bank and in hand	**186,100**	**110,072**	**296,172**
Debt due within 1 year	**(4,551)**	**(5,357)**	**(9,908)**
Debt due after 1 year	**(90,350)**	**5,272**	**(85,078)**
	91,199	**109,987**	**201,186**

22. Pension commitments

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £15,144 (2019: £11,940). Contributions totalling £3,130 (2019: £2,758) were payable to the fund at the balance sheet date and are included in creditors.

23. Operating lease commitments

At 31 December 2020 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020 £	2019 £
Not later than 1 year	**389**	2,475
Later than 1 year and not later than 5 years	**600**	-
	989	2,475

24. Related party transactions

During the year Brachers, a related party of Mary Rimmer, whom is a Trustee, due to her role as a Partner with the company, made purchases of £815 from Spadework.

There were no related party transactions in 2019, the previous financial year.

Notes to the financial statements
for the year ended 31 December 2020

25. Post balance sheet events

At the end of the reporting period the charity formed a trading subsidiary, Spadework Social Enterprises CIC (company number: 13099464). The level of primary trading increased during the year. The trustees' intention is that future trading activities will be undertaken by the new subsidiary from the earliest convenient date, and that any profits made by the subsidiary will be donated to Spadework Limited in a timely fashion.

26. Controlling party

There is no overall controlling party.