



# 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)

# Contents:

Reference and administrative details of the charity, its trustees and advisers	3
Chairman Introduction	4
Objectives and Activities	5
Phase Overview	6
Phase 1 in Detail	7
Phase 2 in Detail	8
Phase 3 in Detail	12
Phase 4 in Detail	13
2020 Reflection	14
Site Regeneration	18
Trainees	21
Fundraising	25
Marketing and Communications	27
Financial Statement	28



# 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 23<sup>rd</sup> 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 led 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 21<sup>st</sup> September 2020 and 30<sup>th</sup> October 2020 Spadework welcomed 41 of 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 23<sup>rd</sup> 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 30<sup>th</sup> October 2020 and revert back to our virtual and long distanced support.

## Phase 4:

From the 31<sup>st</sup> October 2020 until the 1<sup>st</sup> 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](http://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 worlds.

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 1<sup>st</sup> January 2020 and the 23<sup>rd</sup> 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 23<sup>rd</sup> 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 23<sup>rd</sup> 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 21<sup>st</sup> 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 21<sup>st</sup> September 2020 and the 30<sup>th</sup> 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.



**Spadework Limited**  
**(A company limited by guarantee)**

**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**

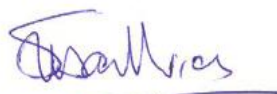
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- 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

**Spadework Limited**  
**(A company limited by guarantee)**

**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.

**Spadework Limited**  
**(A company limited by guarantee)**

**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.

**Spadework Limited**  
**(A company limited by guarantee)**

**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 £
<b>Income from:</b>					
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
<b>Total income</b>		<b>2,110,656</b>	<b>274,185</b>	<b>2,384,841</b>	<b>1,257,531</b>
<b>Expenditure on:</b>					
Raising funds		10,047	-	10,047	5,636
Charitable activities	8	1,565,754	204,004	1,769,758	1,072,014
<b>Total expenditure</b>		<b>1,575,801</b>	<b>204,004</b>	<b>1,779,805</b>	<b>1,077,650</b>
<b>Net income</b>		<b>534,855</b>	<b>70,181</b>	<b>605,036</b>	<b>179,881</b>
Transfers between funds	16	117,249	(117,249)	-	-
<b>Net movement in funds</b>		<b>652,104</b>	<b>(47,068)</b>	<b>605,036</b>	<b>179,881</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		384,584	102,048	486,632	306,751
Net movement in funds		652,104	(47,068)	605,036	179,881
<b>Total funds carried forward</b>		<b>1,036,688</b>	<b>54,980</b>	<b>1,091,668</b>	<b>486,632</b>

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**

	<b>Note</b>	<b>2020 £</b>	<b>2019 £</b>
<b>Fixed assets</b>			
Tangible assets	11	<b>781,673</b>	215,570
		<b>781,673</b>	215,570
<b>Current assets</b>			
Stocks	12	<b>96,275</b>	68,194
Debtors	13	<b>163,864</b>	210,247
Cash at bank and in hand		<b>296,172</b>	186,100
		<b>556,311</b>	464,541
Creditors: amounts falling due within one year	14	<b>(161,238)</b>	(103,129)
<b>Net current assets</b>		<b>395,073</b>	361,412
<b>Total assets less current liabilities</b>		<b>1,176,746</b>	576,982
Creditors: amounts falling due after more than one year	15	<b>(85,078)</b>	(90,350)
<b>Total net assets</b>		<b>1,091,668</b>	486,632
<b>Charity funds</b>			
Restricted funds	16	<b>54,980</b>	102,048
Unrestricted funds	16	<b>1,036,688</b>	384,584
<b>Total funds</b>		<b>1,091,668</b>	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**

	<b>Note</b>	<b>2020</b> <b>£</b>	<b>2019</b> <b>£</b>
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	19	<u>738,292</u>	<u>106,937</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		<u>(628,135)</u>	<u>(33,799)</u>
<b>Net cash used in investing activities</b>		<u>(628,135)</u>	<u>(33,799)</u>
<b>Cash flows from financing activities</b>			
Repayments of borrowing		<u>(85)</u>	<u>(4,391)</u>
<b>Net cash used in financing activities</b>		<u>(85)</u>	<u>(4,391)</u>
<b>Change in cash and cash equivalents in the year</b>		<b>110,072</b>	68,747
Cash and cash equivalents at the beginning of the year		<b>186,100</b>	117,353
<b>Cash and cash equivalents at the end of the year</b>	20	<u><b>296,172</b></u>	<u>186,100</u>

The notes on pages 36 to 51 form part of these financial statements

**Spadework Limited**  
**(A company limited by guarantee)**

**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.

**Notes to the financial statements**  
**for the year ended 31 December 2020**

**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

**Notes to the financial statements**  
**for the year ended 31 December 2020**

**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.

**Spadework Limited**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 December 2020**

**3. Income from donations and legacies**

	<b>Unrestricted funds 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Donations	325,853	274,185	<b>600,038</b>	240,029
Government grants	254,051	-	<b>254,051</b>	-
	<u>579,904</u>	<u>274,185</u>	<u><b>854,089</b></u>	<u>240,029</u>
Total 2019	<u>79,562</u>	<u>160,467</u>	<u>240,029</u>	

Government grants include furlough income of £249,012 received through the government's furlough scheme during the COVID-19 pandemic.

**4. Income from charitable activities**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Charitable activities	<u>1,500,242</u>	<u><b>1,500,242</b></u>	<u>1,000,793</u>
Total 2019	<u>1,000,793</u>	<u>1,000,793</u>	

**Spadework Limited**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 December 2020**

**Charitable activities**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Horticulture / Nursery	512,538	<b>512,538</b>	167,288
Catering	35,067	<b>35,067</b>	187,009
Farm shop	353,219	<b>353,219</b>	95,031
Logs	54,125	<b>54,125</b>	34,569
Other activities	32,733	<b>32,733</b>	35,967
Sponsorship - Kent County Council	242,449	<b>242,449</b>	221,705
Sponsorship - Medway Council	78,026	<b>78,026</b>	76,714
Sponsorship - Private	192,085	<b>192,085</b>	182,510
	<u>1,500,242</u>	<u><b>1,500,242</b></u>	<u>1,000,793</u>
Total 2019	<u>1,000,793</u>	<u>1,000,793</u>	

**5. Fundraising income**

**Income from fundraising events**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Fundraising events	30,485	<b>30,485</b>	16,629
	<u>30,485</u>	<u><b>30,485</b></u>	<u>16,629</u>
Total 2019	<u>16,629</u>	<u>16,629</u>	

**6. Investment income**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Bank interest	25	<b>25</b>	80
	<u>25</u>	<u><b>25</b></u>	<u>80</u>
Total 2019	<u>80</u>	<u>80</u>	

**Notes to the financial statements  
for the year ended 31 December 2020**

**7. Costs on raising funds**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Fundraising events	10,047	<b>10,047</b>	5,636
	<u>          </u>	<u>          </u>	<u>          </u>
Total 2019	5,636	5,636	
	<u>          </u>	<u>          </u>	

**8. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Charitable activities	1,565,754	204,004	<b>1,769,758</b>	1,072,014
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Total 2019	994,651	77,363	1,072,014	
	<u>          </u>	<u>          </u>	<u>          </u>	

**Spadework Limited**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 December 2020**

**Charitable activities**

	<b>Unrestricted funds 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Total funds 2020 £</b>	<b>Total funds 2019 £</b>
Trainee costs	-	-	-	38,975
Other staff costs	7,848	-	<b>7,848</b>	4,815
Vehicle costs	4,746	-	<b>4,746</b>	7,702
Office costs	138,023	-	<b>138,023</b>	53,673
Professional costs	19,108	-	<b>19,108</b>	10,946
Site costs	58,567	163,334	<b>221,901</b>	93,985
Bank interest	5,186	-	<b>5,186</b>	5,538
Stock purchases	535,293	-	<b>535,293</b>	236,713
Loss on disposal of fixed assets	22,585	-	<b>22,585</b>	-
Auditors remuneration	4,950	-	<b>4,950</b>	3,801
Wages and salaries	675,631	30,368	<b>705,999</b>	540,829
National insurance	44,851	-	<b>44,851</b>	34,170
Pension costs	15,144	-	<b>15,144</b>	11,940
Depreciation	28,783	10,302	<b>39,085</b>	28,927
Bad debts	5,039	-	<b>5,039</b>	-
	<u>1,565,754</u>	<u>204,004</u>	<u><b>1,769,758</b></u>	<u>1,072,014</u>
Total 2019	<u>994,651</u>	<u>77,363</u>	<u>1,072,014</u>	

**9. Staff costs**

	<b>2020 £</b>	<b>2019 £</b>
Wages and salaries	<b>705,999</b>	540,829
Social security costs	<b>44,851</b>	34,170
Contribution to defined contribution pension schemes	<b>15,144</b>	11,940
	<u><b>765,994</b></u>	<u>586,939</u>

**Notes to the financial statements**  
**for the year ended 31 December 2020**

**9. Staff costs (continued)**

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

	<b>2020</b>	2019
	<b>No.</b>	No.
Support Workers	<b>25</b>	20
Administrators	<b>5</b>	4
Managers	<b>8</b>	6
Weekend Staff	<b>10</b>	10
	<b>48</b>	40

The average headcount expressed as full-time equivalents was:

	<b>2020</b>	2019
	<b>No.</b>	No.
Support Workers	<b>20</b>	15
Administrators	<b>3</b>	2
Managers	<b>7</b>	6
Weekend Staff	<b>7</b>	2
	<b>37</b>	25

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

	<b>2020</b>	2019
	<b>No.</b>	No.
In the band £70,001 - £80,000	<b>1</b>	-

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).

**Spadework Limited**  
**(A company limited by guarantee)**

**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 £
<b>Cost or valuation</b>					
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
<b>Depreciation</b>					
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
<b>Net book value</b>					
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 £
<b>Due within one year</b>		
Trade debtors	83,409	72,806
Other debtors	15,168	-
Prepayments and accrued income	65,287	137,441
	163,864	210,247

**Notes to the financial statements**  
**for the year ended 31 December 2020**

**14. Creditors: Amounts falling due within one year**

	<b>2020</b> £	2019 £
Bank loans	<b>9,908</b>	4,551
Trade creditors	<b>122,306</b>	73,854
Other taxation and social security	<b>20,617</b>	15,599
Other creditors	<b>3,130</b>	2,758
Accruals and deferred income	<b>5,277</b>	6,367
	<b>161,238</b>	103,129

**15. Creditors: Amounts falling due after more than one year**

	<b>2020</b> £	2019 £
Bank loans	<b>85,078</b>	90,350

Included within the above are amounts falling due as follows:

**Between two and five years**

Bank loans	<b>41,905</b>	21,457
------------	---------------	--------

**Over five years**

Bank loans	<b>43,173</b>	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 £
<b>Designated funds</b>					
Fixed Asset Fund	183,797	-	-	576,405	760,202
<b>General funds</b>					
General Fund	200,787	2,110,656	(1,575,801)	(459,156)	276,486
<b>Total Unrestricted funds</b>	<b>384,584</b>	<b>2,110,656</b>	<b>(1,575,801)</b>	<b>117,249</b>	<b>1,036,688</b>
<b>Restricted funds</b>					
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
<b>Total Restricted funds</b>	<b>102,048</b>	<b>274,185</b>	<b>(204,004)</b>	<b>(117,249)</b>	<b>54,980</b>
<b>Total of funds</b>	<b>486,632</b>	<b>2,384,841</b>	<b>(1,779,805)</b>	<b>-</b>	<b>1,091,668</b>

**Notes to the financial statements**  
**for the year ended 31 December 2020**

**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 £
<b>Designated funds</b>					
Fixed Asset Fund	171,632	-	-	12,165	183,797
<b>General funds</b>					
General Fund	70,901	1,097,064	(1,000,287)	33,109	200,787
<b>Total Unrestricted funds</b>	242,533	-	(1,000,287)	45,274	384,584
<b>Restricted funds</b>					
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
<b>Total Restricted funds</b>	64,218	160,467	(77,363)	(45,274)	102,048
<b>Total of funds</b>	306,751	160,467	(1,077,650)	-	486,632

**Notes to the financial statements  
for the year ended 31 December 2020**

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 transferred 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
	<b>486,632</b>	<b>2,384,841</b>	<b>(1,779,805)</b>	<b>-</b>	<b>1,091,668</b>

**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
	<b>306,751</b>	<b>1,257,531</b>	<b>(1,077,650)</b>	<b>-</b>	<b>486,632</b>

**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**

	<b>Unrestricted funds 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Tangible fixed assets	760,202	21,471	<b>781,673</b>
Current assets	522,802	33,509	<b>556,311</b>
Creditors due within one year	(161,238)	-	<b>(161,238)</b>
Creditors due in more than one year	(85,078)	-	<b>(85,078)</b>
<b>Total</b>	<b>1,036,688</b>	<b>54,980</b>	<b>1,091,668</b>

**Analysis of net assets between funds - prior period**

	<b>Unrestricted funds 2019 £</b>	<b>Restricted funds 2019 £</b>	<b>Total funds 2019 £</b>
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)
<b>Total</b>	<b>384,584</b>	<b>102,048</b>	<b>486,632</b>

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

	<b>2020 £</b>	<b>2019 £</b>
Net income for the period (as per Statement of Financial Activities)	<b>605,036</b>	179,881
<b>Adjustments for:</b>		
Depreciation charges	<b>39,085</b>	28,927
Loss on the disposal of fixed assets	<b>22,947</b>	-
Increase in stocks	<b>(28,081)</b>	(16,507)
Decrease/(increase) in debtors	<b>46,383</b>	(113,652)
Increase in creditors	<b>52,922</b>	28,288
<b>Net cash provided by operating activities</b>	<b>738,292</b>	106,937

**Spadework Limited**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**for the year ended 31 December 2020**

**20. Analysis of cash and cash equivalents**

	<b>2020</b>	2019
	<b>£</b>	£
Cash in hand	<b>296,172</b>	186,100

**21. Analysis of changes in net debt**

	<b>At 1 January 2020</b>	<b>Cash flows</b>	<b>At 31 December 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Cash at bank and in hand	<b>186,100</b>	<b>110,072</b>	<b>296,172</b>
Debt due within 1 year	<b>(4,551)</b>	<b>(5,357)</b>	<b>(9,908)</b>
Debt due after 1 year	<b>(90,350)</b>	<b>5,272</b>	<b>(85,078)</b>
	<b>91,199</b>	<b>109,987</b>	<b>201,186</b>

**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:

	<b>2020</b>	2019
	<b>£</b>	£
Not later than 1 year	<b>389</b>	2,475
Later than 1 year and not later than 5 years	<b>600</b>	-
	<b>989</b>	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.

**Spadework Limited**  
**(A company limited by guarantee)**

**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.