



## 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](http://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

Peter Reeves

Trevor Brazier

Anthony Young

Susan Murray

Edward Hosey

James Burke

Rev Jim Brown

Mary Rimmer

Hayley Brooks

Nadra Ahmed CBE DL

Louise Mingay

### Date first appointed

20/05/2004

Resigned 24/01/2024

23/11/2009

Resigned 09/04/2024

25/09/2011

22/11/2011

27/11/2013

Resigned 28/03/2024

22/01/2014

20/06/2018

19/12/2018

01/05/2021

01/05/2021

25/11/2024

### Directors of Spadework Social Enterprises CIC

Kris Healey

Susan Murray

Anthony Young

Jack Stockley

### Date first appointed

24/12/2020

01/05/2021

01/05/2021

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)".



# Spadework 2024 – Key moments in our year

January	<ul style="list-style-type: none"><li>→ The start of our 40th celebration year</li><li>→ Roger Gough, Leader Kent County Council, visits Spadework</li></ul>	<ul style="list-style-type: none"><li>→ Website design refresh, with help of a volunteer</li><li>→ Peter Reeves, trustee, passes</li></ul>
February	<ul style="list-style-type: none"><li>→ Kent Charity Awards 2024 launch hosted at Spadework</li></ul>	<ul style="list-style-type: none"><li>→ Barry the Lamb created for Heart of Kent Hospice ‘Shaun the Sheep’ fundraising trail</li></ul>
March	<ul style="list-style-type: none"><li>→ Launch of Friends of Spadework loyalty scheme</li><li>→ 2,639 primroses delivered to schools for Mother’s Day</li></ul>	<ul style="list-style-type: none"><li>→ Yotes Court fundraising wine tasting</li><li>→ Ashleigh Smith highly commended as Ancillary Worker at Great British Care Awards</li></ul>
April	<ul style="list-style-type: none"><li>→ 2,451,853 steps taken by trainees, staff and volunteers as part of Step up for Spadework</li></ul>	<ul style="list-style-type: none"><li>→ Spadework included in Tesco Stronger Starts campaign</li><li>→ Easter Egg hunt raises £2,185 and sees more than 800 people on site</li></ul>
May	<ul style="list-style-type: none"><li>→ Trainees create benches for Charities Aid Foundation (CAF)</li><li>→ Personalised leaves available for dedication on our Memory Tree</li></ul>	<ul style="list-style-type: none"><li>→ Two electric vehicle chargers installed on site</li><li>→ Pumpkins planted in LJ Betts’ Field</li></ul>
June	<ul style="list-style-type: none"><li>→ Official 40th anniversary celebrations take place between 8th and 16th June</li><li>→ BBC Radio Kent broadcast live for 4 hours from Spadework</li><li>→ Marquee provided by Fernham Homes for celebrations</li><li>→ More than 1,000 people attend Summer Fair which raised £6,500</li><li>→ 17 Kent-based businesses have stalls at Summer Fair</li></ul>	<ul style="list-style-type: none"><li>→ More than 4,000 views of Facebook video</li><li>→ 135 people enjoy a Spadework Tea and Tour. 11 trainees help serve teas</li><li>→ 167 Trainees, staff and volunteers celebrate at “Spadefest”</li><li>→ 60 Carers take part in a quiz and enjoy BBQ at “Spadefest”</li><li>→ Fernham Homes host their 25th anniversary celebrations at Spadework</li></ul>

July	<ul style="list-style-type: none"><li>→ Community nurses provide wellbeing checks on site for trainees</li><li>→ Brays Bees give a community talk</li><li>→ Taste of Kent Awards – Café/Coffee Shop Tearoom of the Year –Silver; Community of the Year–Bronze</li></ul>	<ul style="list-style-type: none"><li>→ Wilder Kent Awards – Gold (second consecutive year)</li><li>→ Greensand Ridge Fundraising Gin and Spirits Tasting</li><li>→ Dementia Information Day</li></ul>
August	<ul style="list-style-type: none"><li>→ Launch of Techbusters community wellbeing technology help</li><li>→ Block paving by glasshouse and polytunnels complete</li></ul>	<ul style="list-style-type: none"><li>→ Permanent gazebo erected on terrace at back of café</li><li>→ Community Library Box launched to share books</li></ul>
September	<ul style="list-style-type: none"><li>→ Third Sector National Awards: Highly commended as Charity of the Year and Charity Leader of the Year</li><li>→ Charity Times National Awards Finalist: Sustainable Charity of the Year and Chief Executive of Year</li></ul>	<ul style="list-style-type: none"><li>→ Pumpkins harvested with help from more than 100 corporate volunteers from 15 companies</li><li>→ Scrapbooking wellbeing group starts</li></ul>
October	<ul style="list-style-type: none"><li>→ New gazebo launched near veg patch</li><li>→ More than 18,000 pumpkins sold during PYO Pumpkin festival</li></ul>	<ul style="list-style-type: none"><li>→ First year for the Spooky Halloween Tunnel!</li></ul>
November	<ul style="list-style-type: none"><li>→ First Learning Disability Carers Information Event</li></ul>	<ul style="list-style-type: none"><li>→ Development plan begins for Dementia and Wellbeing Hub</li></ul>
December	<ul style="list-style-type: none"><li>→ 1119 Christmas trees sold</li><li>→ 320 hampers sold to local businesses</li><li>→ 2,532 people signed up as Friends of Spadework</li></ul>	



# 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:

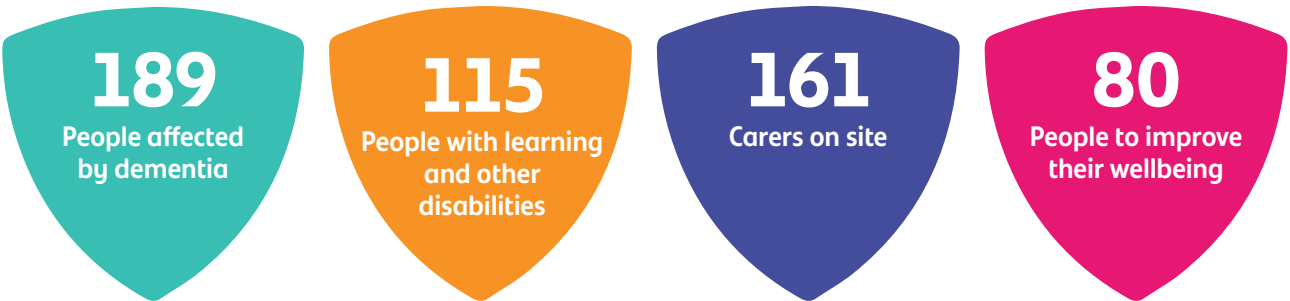
### People living with dementia

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.

### In 2024 we supported:



### 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.**

# 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.

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



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](http://www.spadework.org.uk) or please call us on 01732 870002 for a printed copy.





# 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



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

Jane

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.

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."



# 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.



## 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)

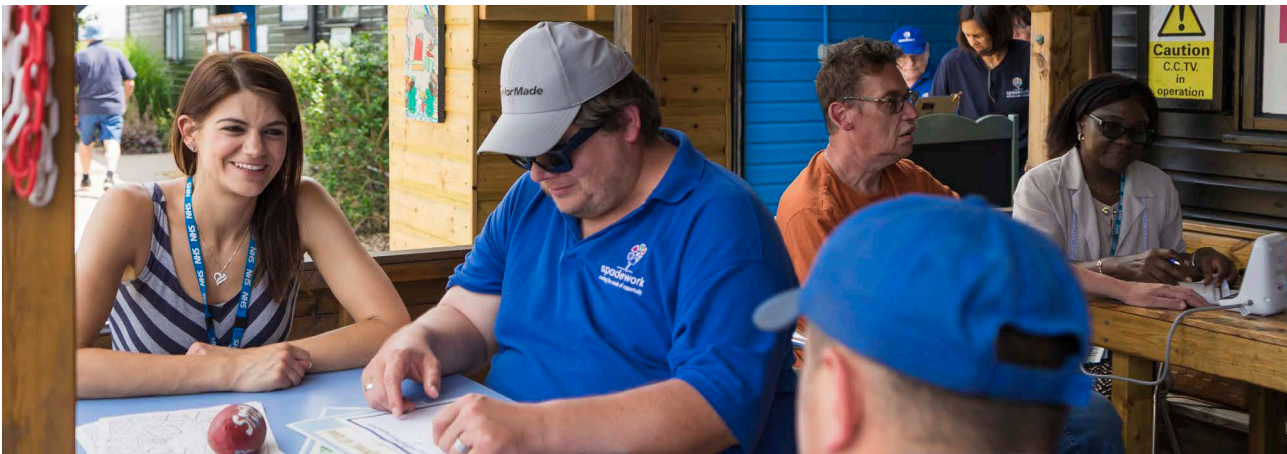
In the trainee kitchen our trainees learn and practise their cooking skills. They prepare dishes for themselves and cook items for sale to staff, volunteers and other trainees in the Tuck Shop. All the income generated by the Tuck Shop is re-invested in the Tuck Shop making it a true social enterprise. 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.



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](http://www.spadework.org.uk) or please call us on 01732 870002 for a printed copy.



# 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



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

Julie, parent of a trainee

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.

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."



# 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



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](http://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

## 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



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](http://www.spadework.org.uk) or please call us on 01732 870002 for a printed copy.

“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





# 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.



# 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





# 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."



15 trainees entered  
our Spadework's  
Got Talent  
Competition

# Celebrating 40 years

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:



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



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



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



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



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



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

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

Spadework Limited  
(A company limited by guarantee)

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).



**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.

**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.

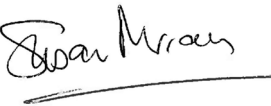


Disclosure of information to auditor (continued)

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.





**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 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.



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

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.

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: 5 September 2025





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 £
<b>Income from:</b>					
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
<b>Total income</b>		<b>2,336,866</b>	<b>188,193</b>	<b>2,525,059</b>	2,180,994
<b>Expenditure on:</b>					
Raising funds		101,799	-	101,799	81,405
Charitable activities	8	2,157,530	160,738	2,318,268	1,967,789
<b>Total expenditure</b>		<b>2,259,329</b>	<b>160,738</b>	<b>2,420,067</b>	2,049,194
<b>Net movement in funds</b>		<b>77,537</b>	<b>27,455</b>	<b>104,992</b>	131,800
<b>Reconciliation of funds:</b>					
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
<b>Total funds carried forward</b>		<b>1,167,141</b>	<b>80,450</b>	<b>1,247,591</b>	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.

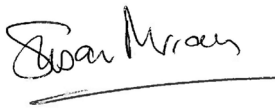
Consolidated balance sheet  
As at 31 December 2024

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



Charity balance sheet  
As at 31 December 2024

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

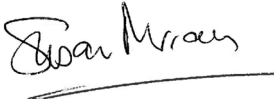
The Charity's net movement in funds for the year was £234,643 (2023 - £14,628).

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

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

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

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



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 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.

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
Total 2023	884,177	884,177	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
Total 2023	1,349,607	1,349,607	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



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

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
	<u>73</u>	<u>64</u>	<u>73</u>	<u>64</u>

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	-	-
	<u>42</u>	<u>29</u>	<u>19</u>	<u>12</u>

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).

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 £
<b>Cost or valuation</b>				
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	<u>1,659,614</u>	<u>57,407</u>	<u>130,849</u>	<u>1,847,870</u>
<b>Depreciation</b>				
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	<u>719,717</u>	<u>40,272</u>	<u>117,982</u>	<u>877,971</u>
<b>Net book value</b>				
At 31 December 2024	<u>939,897</u>	<u>17,135</u>	<u>12,867</u>	<u>969,899</u>
At 31 December 2023	<u>921,074</u>	<u>22,847</u>	<u>19,856</u>	<u>963,777</u>

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

12. Fixed asset investments

	Investments in subsidiary companies £
<b>Charity</b>	
<b>Cost or valuation</b>	
At 1 January 2024	1
At 31 December 2024	1
<b>Net book value</b>	
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 £
<b>Due within one year</b>				
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

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
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Over five years

Bank loans	95,449	101,705	95,449	101,705
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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 £
<b>Designated funds</b>					
Fixed Asset Fund	963,777	-	(75,346)	81,468	969,899
<b>General funds</b>					
General Fund	125,827	2,336,866	(2,183,983)	(81,468)	197,242
<b>Total Unrestricted funds</b>	<b>1,089,604</b>	<b>2,336,866</b>	<b>(2,259,329)</b>	<b>-</b>	<b>1,167,141</b>
<b>Restricted funds</b>					
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
<b>Total of funds</b>	<b>1,142,599</b>	<b>2,525,059</b>	<b>(2,420,067)</b>	<b>-</b>	<b>1,247,591</b>

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 £
<b>Designated funds</b>					
Fixed Asset Fund	981,951	-	-	(18,174)	963,777
<b>General funds</b>					
General Fund	5,739	2,046,161	(1,944,247)	18,174	125,827
<b>Total Unrestricted funds</b>	<b>987,690</b>	<b>2,046,161</b>	<b>(1,944,247)</b>	<b>-</b>	<b>1,089,604</b>
<b>Restricted funds</b>					
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
<b>Total of funds</b>	<b>1,010,799</b>	<b>2,180,994</b>	<b>(2,049,194)</b>	<b>-</b>	<b>1,142,599</b>

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

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
	<u>1,142,599</u>	<u>2,525,059</u>	<u>(2,420,067)</u>	<u>-</u>	<u>1,247,591</u>

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
	<u>1,010,799</u>	<u>2,180,994</u>	<u>(2,049,194)</u>	<u>-</u>	<u>1,142,599</u>

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)
<b>Total</b>	<u>1,167,141</u>	<u>80,450</u>	<u>1,247,591</u>

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)
<b>Total</b>	<u>1,089,604</u>	<u>52,995</u>	<u>1,142,599</u>

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
<b>Adjustments for:</b>		
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
<b>Net cash provided by/(used in) operating activities</b>	<u>(3,332)</u>	<u>169,595</u>



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

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

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

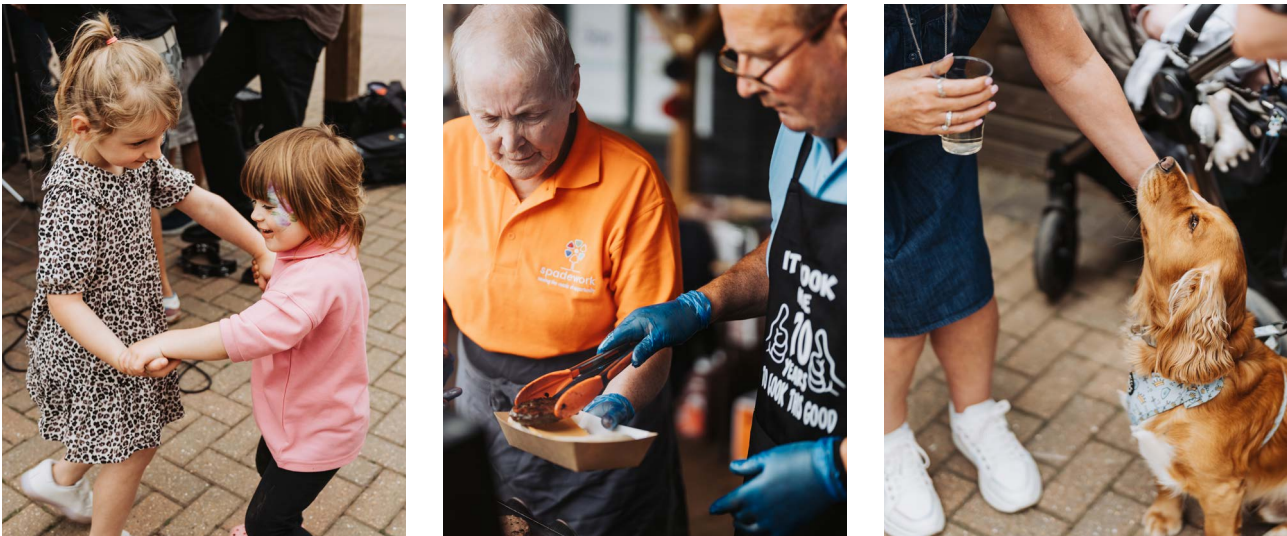
Class of shares	Holding	Included in consolidation
Ordinary	100%	Yes

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



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