

**SHARE COMMUNITY LIMITED**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**Company Number: 01081030**  
**Charity Number: 264894**

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**SHARE COMMUNITY LIMITED**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**FOR THE YEAR ENDED 31 MARCH 2021**

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<b>Status</b>	The organisation is a Charitable Company limited by guarantee, incorporated on 9 November 1972 and registered as a charity on 19 February 1973.	
<b>Governing Document</b>	The company was established under a memorandum of association which established the objects and powers of the Charitable Company and is governed under its articles of association.	
<b>Charity Registration Number</b>	264894	
<b>Registered Company</b>	01081030	
<b>Registered and operation address</b>	64 Altenburg Gardens London SW11 1JL	
<b>Board of trustees (Directors)</b>	Kate Heaps Jayshree Dave Michael Barnett Simon Allocca Daria Cybulska Omar Dadi David Fox Srishti Mahhajan Karen McKay Darren Norris Steven Pettengell	Chair Vice Chair Treasurer         <i>Resigned 03/12/2020</i>
<b>Patrons</b>	Lord Alf Dubs Patricia Hodge Geraldine James OBE	
<b>Company Secretary</b>	Annie McDowall	
<b>Chief Executive</b>	Annie McDowall	
<b>Bankers</b>	HSBC 240 Lavender Hill London SW11 1LH	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
<b>Independent Auditors</b>	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	

## SHARE COMMUNITY LIMITED

### REFERENCE AND ADMINISTRATIVE DETAILS (continued)

#### FOR THE YEAR ENDED 31 MARCH 2021

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

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities.

#### **Structure, governance and management**

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

During the year under review, there were 11 trustees, who are also directors of the company - two trustees stepped down. One was due to increased pressure from work, and the other due to changes in family and caring circumstances. When recruiting new trustees, the existing board and CEO assess the range of skills needed and advertise our vacancies, using various media, including NCVO's Trustees Unlimited, Do It, REACH, and through professional and social media networks. The board itself – being essentially Share's membership – decides whether a potential trustee has the skills and experience required, and whether they share our values. All appointments are subject to satisfactory references and an enhanced Disclosure and Barring Service check. Recruitment to vacant Trustee positions was put on hold at the end of the year due to the COVID-19 pandemic, but resumed early in 2021.

New trustees receive a thorough induction including receiving information about Share, its governing documents and a trustees' role description. They also receive the latest guidance for trustees from the Charities Commission and information relating to Share's strategy. It is essential that they visit Share and get to see for themselves who works for and benefits from the organisation's work. The CEO sends regular briefings on governance issues to the trustees, all of whom are able to access e-mail. Most communication is carried out via Slack, an online platform that is considered more secure than e-mail. The CEO also sends regular bulletins on Share activities and developments between board meetings, for which she prepares a more detailed report. Briefings circulated include those from the NCVO and from a range of legal updates. Trustees are encouraged to take part in conferences and training events that will improve their understanding of governance issues and enable them to network with other trustees. During the year under review, any training events and conferences took place online. The board engaged Digiboard to provide a tool through which trustees and senior managers could begin to carry out and analyse a self-assessment of Share's governance.

The board of trustees normally meets bi-monthly. However, the Covid-19 pandemic put sudden and challenging pressures on charities, and Share's trustees decided to meet monthly from April 2020 in order to support the executive and ensure that Share remained sustainable. The Chair provided ongoing supervision and guidance to the SMT during the CEO's bereavement leave, which was from April to July 2020. In between, sub-committees meet, and each trustee is a member of at least one sub-committee. The Finance and Operations Committee continues to scrutinise the details of the financial performance and student pipeline. The HR committee oversees all staffing matters and health and safety, including safeguarding, and continues to ensure Share is complying with its legal responsibilities, staffing and trustee development. The Quality and Impact Committee established in 2020 established developed an impact measurement framework and started to explore ways of measuring and monitoring quality that would work alongside the Student Star.

When possible, trustees take part in organisational away-days, which focus on strategic planning, but this was challenging given the pandemic. Instead, the trustees used the extra meetings programmed in to focus on particular strategic and governance issues. A number of staff presented their work to the trustees, enhancing understanding of current developments and activities. The board appraises itself and the Chair meets with each Trustee one to one at least once a year. Strategic decisions within Share are made at board level. Significant financial decisions are referred to the board. Operational decisions are taken by Share's Senior Management Team. This includes allocation of resources, Share's programme of activities and recruitment and management of staff. Trustees are kept informed of developments and are regularly consulted on issues where they are able to apply their particular skills and knowledge. Trustees are notified of any issues of concern, including safeguarding issues. The Chair meets with the CEO monthly and conducts her appraisal annually. This year, we were unable to hold the usual organisational away day or conference, but are planning to do so at the end of 2021.

## **SHARE COMMUNITY LIMITED**

### **TRUSTEES' REPORT (continued)**

#### **FOR THE YEAR ENDED 31 MARCH 2021**

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#### **Structure, governance and management (continued)**

Share's CEO reports directly to the board. There were 34 permanent members of staff, including the CEO, by the end of the year under review. The Senior Management Team includes the Chief Executive, Chief Finance and Operating Officer, Head of Training, Head of Services and Head of Wellbeing. The Management Group includes SMT members plus managers of specific projects. The management structure is appropriate for the size and function of the organisation. All managers receive training that is appropriate to their level from a trusted provider (Happy).

Share has a comprehensive risk assessment which is incorporated into its business plan and reviewed annually or at times of significant change. The Covid-19 pandemic required Share to revisit both internal risk assessments for particular activities and projects and the overall organisational risk assessment, which was revised to reflect the potential impact of the pandemic.

#### **Public Benefit Statement**

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

We affirm that our organisation benefits members of the public who are disabled or have long term health problems by providing them with vocational training, education, and personal development in order that they may realise their potential and make the most of life. We are supporting people to achieve greater independence and autonomy; better wellbeing and healthier life chances; opportunities for employment; and to influence change in the wider world that will benefit disabled people. Many Share students work towards nationally recognised qualifications to give them better employment and development opportunities. Some do not aim for formal qualifications, but build portfolios detailing their learning and skills development. Share does not have a geographical limitation in terms of who may use our services, People's fees are usually paid by local authorities, NHS, or contracts with government agencies. Some people use direct payments or individual budgets to purchase their training at Share. Fees do not cover the whole cost of the services and the balance is made up of charitable donations.

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

#### **Remuneration of key management personnel**

The pay of the SMT is reviewed annually by the trustees and normally increased in accordance with average earnings to reflect a cost of living adjustment. In view of the nature of the charity, the trustees benchmark against pay levels in other charities, seeking to ensure that salaries are commensurate with the responsibilities of the role. The remuneration benchmark is the mid-point of the range paid for similar roles in similar charities and sizes. Salary increases are dependent upon Share having the necessary funds available without impacting on service provision.

## **STRATEGIC REPORT**

### **Objectives and Activities**

Share exists to provide vocational training, educational and personal, social and wellbeing development opportunities for disabled people. The charity's object is "to assist persons of any nationality who are suffering from any form of disablement". The main focus of our work is to improve independence and employability skills, and to promote good health, wellbeing and positive self-esteem for disabled people. Most of our students are people with learning disabilities, and 46% have autism. They experience significant health disadvantages, dying much younger from preventable diseases than people without learning disabilities.

At Share, we are proactive in developing and nurturing partnerships and collaborations with other organisations. We take part in multi-agency clinical reference groups/partnership boards, working closely with clinical colleagues. We continue to lead the Wandsworth Learning Disability Provider Forum and we attend the Lambeth Learning Disability Provider

Forum. We take part in the NHS Thinking Partners Group which focusses on equality and diversity issues. We also take part in the Wandsworth Learning Disability Clinical Reference Group.

The four key outcome areas of our Theory of Change are: Independence; Wellbeing; Employment; and Better Services and Opportunities. Our overall aim is to enhance the social and economic inclusion of disabled people. We provide an environment that supports disabled people to attain nationally recognised vocational qualifications, work experience and, where possible, jobs. We provide training in the areas of Digital Skills; Horticulture; Food Hygiene and Catering, and Basic and Independent Living Skills. We offer contextual programmes in art and textiles, music, creative writing and exercise. We maintain Autism Accreditation through the *National Autistic Society* and we're currently progressing towards advanced accreditation status. We also maintain our *matrix Standard* accreditation, acknowledging our delivery of excellent information, advice, and guidance.

## **COVID-19 Response**

The coronavirus pandemic has had a profound impact on those who provide and receive social care. This has made engaging with partners, commissioners, and other stakeholders more crucial than ever, and we have worked constructively and collaboratively with local authorities and other organisations to meet the needs of people with learning disabilities in our district.

At the start of the year under review, following government guidance, our sites were closed with in-person services suspended. In response, we put together a programme of initiatives designed to safeguard mental health and physical wellbeing. We mobilised a keyworking team to support students and their families/carers through the crisis and to monitor safeguarding and wellbeing concerns. Staff also linked people to support and advice services, for example, about benefits and foodbanks. We developed a community meals service in partnership with other organisations in the area, delivering over 5,000 meals to local vulnerable people. We moved our teaching to a virtual environment and helped people get online to keep learning and stay socially connected. We provided outreach support, delivered home-learning packs and developed online 'social events'. Share's proactive and cooperative approach has led to enhanced levels of trust between the charity and commissioners, and puts us in a more sustainable position going forward.

As the challenges of the past year unfolded, we adapted our services to continue providing meaningful, high quality training and support. We worked tirelessly to make sure that people had not only their basic needs met, but the right mental health support, and that they continued to develop, learn, socialise, and move towards their goals.

We modified our sites to comply with COVID-19 safety guidelines. We installed a new ventilation system at our main site in Clapham Junction to ensure clean air flow, redesigned our teaching and staff office space to allow for social distancing, employed enhanced cleaning regimes, and added easy-read signage to help people understand the rules. Due to our commitment we were able to remain open throughout the second and third lockdowns for students who greatly needed to access in-person services when their mental health was suffering.

In September 2020 we extended provision of services to premises in Brixton to support students based in the London Borough of Lambeth. Located at *We Are 336*, an accessible disability hub, this allows our Lambeth based students to access training and support in their local area. This proved especially helpful during lockdown by negating the need to travel far.

We redesigned part of our website to host a diverse range of digital learning resources. We developed our YouTube channel providing instructional and accessible videos to keep people learning and busy at home. We signposted reliable health information, government guidelines, and local coronavirus support services and we linked to a variety of easy-read information sources from key learning disability organisations. We also created wellbeing resources and tips on dealing with staying at home for prolonged periods of time, sending them out both physically and electronically.

Digital inclusion remained high on our agenda and proved critical to helping our students maintain social connection over the past year, supporting their health, learning, and wellbeing. We raised money to get people online, identified who needed help, provided dongles, tablets, and laptops, and then taught students and their families how to use them.

We ran wellbeing and other training sessions over Zoom, providing continued learning but also much needed social interaction. Tutors created home learning packs for horticulture to enable people to carry on gardening at home. We created art supply packs to help people get creative, and delivered sports equipment so they could stay active. We used our garden space for mental health respite, running arts and wellbeing sessions once restrictions allowed, providing a chance for exercise and social contact.

Promoting positive mental health is a common thread through all areas of our work. We liaised with social workers where we had serious concerns about someone's wellbeing. We collaborated with groups like *Talk Wandsworth* to set up virtual sessions for students we identified would benefit most. This gives people a chance to talk through sometimes difficult topics and struggles they experience and receive professional support and advice.

As the pandemic progressed we adapted other services to an online format. Our *Go Anywhere, Do Anything* (GADA) project that opens up arts, sports, and leisure opportunities to people with learning disabilities, also moved online, helping to alleviate loneliness and providing a safe and relaxed virtual environment for socialising.

Our user-led self-advocacy group *Student Voice* adapted exceptionally well to an online format with new student representative roles being developed to support our students to have a louder voice in all matters at Share. *Spectrum*, our forum for our autistic students, ran for part of the year in person.

We launched a befriending and outreach service at the end of July 2020 to help combat loneliness and support our students to get out in the fresh air and connect with people outside their immediate networks. A total of 43 students and their families and carers received a total of 287 visits providing much needed respite and kick-starting the development of our befriending project longer term.

Volunteers make a significant contribution to our befriending service. They're also at the heart of our *Go Anywhere, Do Anything* social inclusion project with 13 social buddies giving 243 hours of support. Volunteers also add value to our classes and activities on a daily basis. For example, our creative writing group is entirely facilitated by a volunteer writer and author who provided sessions online. Our musical activities are supported by musicians who volunteer their time on a regular basis. Volunteers also support our digital, catering, horticulture, art and independent living programmes. Social distancing regulations affected our building capacity and therefore our ability to develop volunteering opportunities. However, we have continued to recruit and welcome new volunteers on board. We have been able to move our training and induction process online, and we are still able to carry out the necessary safety checks.

The pandemic meant that staff were working from home for part of the year, and this had implications for their health and wellbeing and for data protection. We issued laptops to staff which were set up to link into the Share network via a safe and secure VPN. We supported staff to do DSE assessments of their home-working base. There were regular online meetings, both formal and informal, to maintain the sense of working as a team, and we brought in new technologies to enhance communication. Slack replaced email as the main messaging tool, and a WhatsApp group enabled staff to chat on a social level. Staff took part in regular online mental health supervision sessions to reflect and address the impact of the pandemic on their roles. Staff demonstrated adaptability, upskilling in new technologies, developing innovative teaching methods, and working in bubbles when sites reopened to reduce the risk of an organisation wide COVID-19 outbreak and ensure a consistent service.

We run regular parent and carer meetings for people to share stories, raise concerns, and discuss their needs, helping us stay connected with our students' wider networks. Like many other forums these meetings moved online. We invested further in family support with the introduction of Family Liaison Officers in June 2020 to build stronger relationships with students' immediate support circles, helping them manage and cope with the stress of the pandemic and support the people they care for.

Happily, we started welcoming more students back to all sites in September 2020, developing blended learning programmes to support people still shielding at home.

### **Achievements and Performance**

Despite the pandemic, this has been a busy and very successful year in most of our areas of work. Our turnover was £1,403,710; we made an unrestricted surplus of £100,042; number of students dropped slightly from 103 to 99 full time equivalent as we didn't recruit any new students during the lockdown. However, loss in spot come was mitigated by increases fundraising income and government Covid related financial support.

### **Accreditations and awards**

We were delighted to be awarded gold accreditation by *Investors in People*, something that only 17% of accredited organisations achieve. It demonstrates that Share is an organisation that understands the value of people, that we have robust policies in place and that every single person working at Share takes ownership for making them come to life. We were successful with recruitment this year and have welcomed talented and passionate colleagues to the team.

We were successful with our *matrix* review assessment, maintaining our accreditation to the *matrix Standard* for information advice and guidance services. We were commended for how quickly we responded to the support needs of our beneficiaries and their families during the pandemic, our strong digital response, and our innovative approach to widen access and opportunities for people.

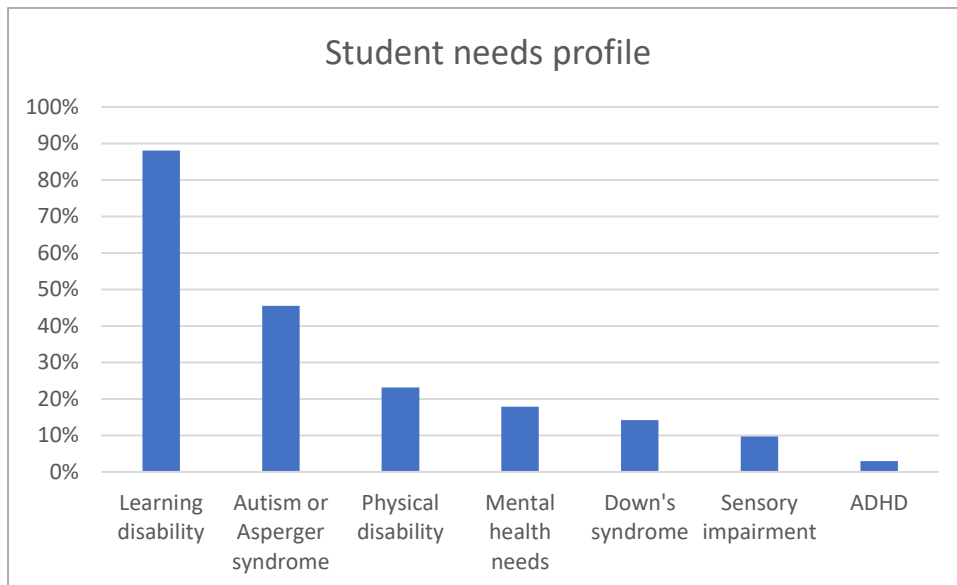
### **Student achievements and statistics**

The outcome star is a mechanism we use for recording student success, challenges, and aspirations. It allows students to visually see their progress towards independence which can increase motivation and willingness to learn. Despite the challenges of the pandemic, overall our student star evaluation shows an increase in five areas – practical skills; communication and social skills; friends and relationships; social responsibility; and work readiness. A further three areas

remained stable - learning skills; living skills; and wellbeing. Given the sedentary nature of lockdown, one area, physical health, recorded a small drop of 1.6%. We're working to build up our activity programme as restrictions ease.

We provided training for 124 disabled people, which is down from 144 in 2020. Our target for the average number of full time equivalent (attending 3 days per week or more) students was set at 105. We ended the year with a total of 99 and so slightly below target as we have frozen recruitment during the lockdown.

The following chart illustrates the needs people coming to Share have, and we can see that many have multiple and complex support requirements, including 46% who have Autism or Asperger's syndrome often alongside other conditions:



### Accredited courses and training

Our vocational training projects lead to recognised qualifications for our students, with the independent living and non-vocational programmes being assessed through portfolio development. Work had started on accredited units from November 2019, however were not completed and externally assessed due to the COVID-19 pandemic when Share's primary focus understandably became the wellbeing of students and staff.

Learning was continued virtually where possible. The catering and gardening projects were the first to reopen, with students engaging in real work activities. Other projects resumed in-person sessions with a blended learning model allowing other students to access remotely from home. There was a clear benefit for some students from their virtual experiences, gaining new skills and confidence within their own homes, and participating in activities they may not have otherwise felt comfortable doing.

By September 71% of students had returned to our sites in person and by the end of the year under review this was at 77%, with more returning as social distancing restrictions continue to ease. Barriers to returning remained for some people who were shielding and those who determined to wait until they'd received both vaccinations.

Our Independent Living Skills course enrolled 16 students this year. Students have studied a variety of topics, including living in a diverse society, environmental issues, personal safety, rights and responsibilities, food safety, cooking techniques, and household shopping and expenses. As part of Share's Independent Living Skills course, we ran Steps into Employment classes to support 15 students to take their first steps towards work readiness. The aim of these sessions is to provide an introduction to work and prepare our students for employment – whether that is paid, voluntary or work experience. Music and art sessions were also delivered as part of the programme, with 25 students taking part in music and 30 taking part in art. *My Community and Me* had 24 students accessing the programme.

10 students took part in our English and Maths course over the year, their focus being to learn strategies to help them handle numbers and money with greater confidence in everyday living situations and scenarios.

The horticulture project worked with 103 students. Many students who usually accessed other projects joined for therapeutic benefits. The garden site provided a valuable outdoor space where social distancing could be observed, boosting wellbeing and mental health at a time of great uncertainty. Art and wellbeing sessions were successfully run at the garden. We have learnt that our garden space has great potential to have other projects operate within it, and for us to create cohesive links between projects, like combining art with nature.



Our Catering project worked with 26 students over the year. This project was the first to trial using Zoom to provide catering training. This proved to be very successful, with students joining sessions and cooking at home, often with their families. Our learning from this is that remote learning can be highly effective, because students are cooking for themselves and their families. Families are seeing what the students are capable of doing, and often this is much more than they had expected. Working in this more holistic way helps promote healthy eating, and the idea of cooking using fresh produce and simple recipes. As restrictions eased after the first lockdown, we welcomed a small number of students back to the catering site to support the meals service and develop their kitchen skills.

More catering students returned to refurbished kitchens when our sites opened up further in September 2020. Thanks to funding from *The Wolfson Foundation* and *The Clothworkers' Foundation* we upgraded the catering facilities at our Clapham Junction site, creating a more efficient teaching kitchen to help students learn about food safety and develop culinary skills in a professional catering environment, helping them progress towards employability.

Share's Digital Skills and Digital Life Skills project supported 35 learners to improve their skills in safe digital communication, use of Microsoft office packages, use of digital technology such as iPads and mobile phones, recreational use of digital resources, and art and design. New digital skills were gained by supporting parents/carers and students to use technology for remote learning in their homes.

### **Health and wellbeing**

A key theme that underpins much of our work at Share is health and wellbeing. Supported by funding from various charities and local Clinical Commissioning Groups we continue to tackle health inequalities that exist for people with learning disabilities, to help reduce preventable illnesses which can lead to premature death. We continue to offer a programme of regular exercise, healthy eating, and life skills training in making healthy life choices. Physical activity sessions were successfully delivered virtually for most of the year. We worked with *Movement Works* who deliver a programme designed specifically for people with autism. In early 2021 we celebrated our 600<sup>th</sup> session with *Disability Sports Coach*, an organisation providing popular inclusive exercise and dance sessions. Our outreach and befriending programme supports students to get out and about, going for walks, playing football or cycling. We encourage people to make sensible choices about their diet and ran online cook-a-long sessions during lockdown to provide opportunities for healthy eating at home.

Working with local NHS groups we ran virtual health sessions educating our students about hospital passports and annual health checks for people with learning disabilities. We ran a campaign to debunk coronavirus vaccine myths and provide reliable information in line with official guidance. Collaborating with local GPs and *NHS Wandsworth*, we ran a successful sensory COVID-19 vaccination clinic using our immersive learning space to create a calm environment. This took the stress out of the experience, resulting in over 30 students and parents/carers receiving their vaccination, including a student who had not had bloodwork for years due to a fear of needles.

### **The arts and personal development**

Share's arts programme developed this year with exploration of nature, textiles, digital art, upcycling and expression through sensory art. Self-expression has been particularly important during the last year when many people struggled with isolation and anxiety. Art challenges for people to do in their homes focussed on mindfulness, and we created video 'how-to' guides and delivered art packs to people's homes allowing students to stay engaged with the project. We took part in the *Giant Dolls' House Project* which helped students convey difficult thoughts and feelings during lockdown. In early 2021 we signed up for the *Wandsworth Arts Fringe* with students beginning to prepare pieces to showcase their work and engage with the local community.

Our popular creative writing classes moved online too, made possible by our dedicated and gifted volunteer writing tutor Janice Warman, who has inspired creativity and enabled our students to express themselves in poetry and stories. Students who attend music classes shared pieces over Zoom and during lockdown three of our students took part in a virtual project with the *London Symphony Orchestra*. This helped them stay motivated and entertained, supporting positive mental health.

### **Community based projects**

*Go Anywhere Do Anything*, the scheme that enables people with learning disabilities to enjoy getting out and about, form friendships with each other, and do just what everyone else likes doing in the evening and at weekends, was severely affected by the pandemic. Despite the challenges, staff continued to deliver high quality social experiences and collaborated with similar organisations to provide the best fun possible. The team ran 77 'trips', (72 virtual and 5 in person) ranging from museum tours, DIY comedy and fancy dress parties. 47 members accessed fun events where they could stay connected with friends and enjoy meaningful contact. Zoom sessions actually made the programme more accessible for some students who for various reasons faced barriers to attending trips out pre-pandemic. COVID-19 highlighted the importance of social connections in tackling loneliness. The challenge for the coming year is to raise funds to support planned trips as restrictions ease.

*My Community and Me* is a practical project that takes learning out of the classroom and allows people to connect with organisations to improve their experience of life as citizens in their local communities. Unable to operate in person, it was

temporarily relaunched as *My Online Community and Me*. The project successfully linked students with organisations to enhance learning and community connections. This included collaborating with *The National Archives*, who delivered online sessions to make their collection accessible to everyone. Health sessions were run with local *Healthwatch* groups enabling students to influence local NHS service provision by feeding back the needs and concerns of patients with learning disabilities and/or autism. Towards the end of the year under review the group started going out again, with students taking the lead, learning how to navigate routes using apps, and how to stay safe in public.

## **Social enterprises**

The ability of our social enterprises to operate as usual was compromised by the COVID-19 crisis. When the garden was open students were able to resume plant sales and gain work experience at Share Nurseries. The kitchen was put to good use for the community meals project whilst Share Catering was unable to take on external contracts due to lockdown.

## **Challenges**

Our main challenge this year was the COVID-19 pandemic which affected our ability to deliver services as usual. A small number of staff were furloughed. Most staff continued to work to meet the students' needs, working from home and adapting to different working environments, sometimes changing responsibilities, and finding new ways of communicating and working with each other. People with learning disabilities and autism found the sudden change in routine difficult. Our service provision had to adapt quickly to offer services remotely at first, and then back at our sites amidst strict social distancing guidelines. Building capacity has been a challenge, despite repurposing spaces inside the building and running services from the Brixton site, and we continue to look at longer term strategies. We faced the challenge of fundraising in a difficult climate as the year moved on and competition for funding grants increased.

We continue to find moving people with learning disabilities towards employment challenging, as there are numerous barriers to surmount. These include fear of loss of benefits; parent and carer expectations; lack of entry level jobs; and lack of resource with which to support and educate employers. This work slowed down during the early part of the pandemic. *City Bridge Trust*, who funded our Job Coach, allowed us to use the grant flexibly and this position was temporarily redeployed to support our meal delivery service and wellbeing team. However, since September 2020 our Job Coach has been steadily working to support students in our *Steps into Employment* programme, resuming one-to-one job coaching to help them prepare for the world of work. Also resumed is employer engagement, building links with employers in the community to identify work or volunteering opportunities and promote positive employer attitudes about disabled employees.

## **Plans for the Future**

We are reflecting on everything learned over the past year to focus our strategy moving forward. We remain committed to improving the social and economic outcomes of disabled people. We will work to bolster our resilience and drive innovation to adapt to new changes and provide holistic support to improve students' wellbeing.

We will focus on supporting people to live and travel independently. We will develop community based projects that allow people to get out and connect with others. We're supporting students to volunteer at the Rookery garden in Streatham, expanding horticultural learning opportunities and enabling students to engage with and support their local communities. We'll keep exploring and developing the *My Community and Me* programme, engaging with organisations to support the integration of disabled people in society.

There is great potential for Share students to gain employment or volunteer opportunities with the right training and support. Our Job Coach will continue working on employability skills, identifying the right students to support and working with them and their families/carers to create effective employment opportunities.

We aim to scale up our service delivery in the London Borough of Lambeth increasing the number of sessions at *We Are 336* in Brixton. We hope to secure funding to develop a dedicated 'home cooking skills' training space to help people enhance their independent living skills.

Looking after mental health remains a priority as we help people navigate the after effects of pandemic. We'll continue developing our befriending project, recruiting and training more volunteers to match with our beneficiaries to tackle loneliness. We'll continue promoting health and wellbeing, working to get people more active, eating and cooking healthily, and accessing community health services. We're running a second COVID-19 sensory vaccination clinic in partnership with *Wandsworth CCG* and a local GP to provide follow up vaccinations to our students and their families.

Work will continue developing comprehensive family liaison support to provide encouragement and guidance to families and carers to help students live more independently. We'll explore opportunities to join our services with existing and new partners to share our learning and provide joint interventions and support.

We plan to increase our fundraising efforts and we will continue to seek out new funding streams. We aim to recruit a Fundraising Manager to help us prepare for celebrations for Share's 50<sup>th</sup> anniversary in 2022, implementing a rich programme of events to fundraise and raise awareness of our work.

Digital inclusion remains high on our agenda and we will keep working to integrate technology in all areas of learning.

We will continue to take up membership of reference groups and other fora in order to further opportunities for disabled people in the wider community and to build on Share's excellent reputation.

## **RESERVES POLICY**

During the year the trustees have reviewed the reserves policy and have re-examined Share's requirements for free reserves in the light of the predominant risks to the organisation and its working capital requirements. Free reserves are defined as Current Assets less Current Liabilities (excluding the short term element of the mortgage debt secured on the building). This represents Share's available working capital. Reserves were £417,677 at 31/03/2021.

Share aims to have free reserves sufficient to meet vulnerabilities in its planned operations and to have a degree of flexibility to invest in a new area. The Trustees have set a target range for free reserves of £410,000 to £460,000. This represents around 30% of forecast expenditure in the coming year which the Trustees expect will safeguard the continued solvency of the Charity while allowing project opportunities for future development to be pursued. Over time, the Trustees expect the target range to rise, reflecting the growth of charitable activities and increased organisational complexities.

## **RISK STATEMENT**

A full risk assessment was reviewed in May 2020. We have defined and costed the terms high, medium, and low impact and probability. Actions exist to mitigate these risks where possible. In the trustees' opinion, all known risks have been anticipated and the board is confident that they can be managed. We have assessed that the biggest single risk to Share is the loss of referrals from local authorities or the reduction in days that people attend, partly due to councils facing funding constraints and partly because of the impact of social distancing regulations on our capacity to admit people to our building. At time of writing (July 2021) we are starting to welcome in new students and have established the second centre in Brixton, which relieves pressure on our Battersea site and provides local resources to Lambeth students. We experienced a drop in income that we would expect to receive through events and social enterprise activities due to the lockdown, but we anticipate that this will start to pick up: it is showing signs of doing so in the garden. In the short to medium term, we mitigated risk to income by accessing the Government's furlough scheme for staff who were unable to carry out their duties during the lock-down, and we phased the return to work. We've been successful in applying for Covid-19 related emergency funding, which has helped us to develop services responsive to the crisis and adapt our provision. We reviewed and revised the annual budget, and reduced non-essential spending. And we capitalised upon opportunities to work in partnership, reducing our expenditure through sharing of resources. A remaining risk is that Wandsworth Council will seek to tender for day opportunity services and we may be forced to compete against larger players with no standing in the borough. We are maintaining dialog with Wandsworth commissioners and with other providers. One option may be to form a consortium to bid for the contract if this situation materialises. We are working with all of our major funders and have negotiated some flexibility in funding and reporting requirements. We keep our services and programmes under constant review, and our introduction of the Outcomes Star is now giving us clear and impartial information about the extent to which we're meeting students' life and learning goals. Our regular surveys to all key stakeholders also ensure ongoing review. Other risks identified include serious harm to staff or students and failure to achieve income targets. The risk of harm is minimised by having effective and clearly stated working practices which are communicated to all staff and volunteers and regularly reviewed. Recruitment of students is key to achieving income targets, and this is kept under close scrutiny by senior managers and trustees through weekly senior management team meetings and bi-monthly Finance and Operations Committee meetings and meetings of the full board of trustees. Financial controls are appropriate and comply with Charity Commission guidelines. Scrutiny by the Treasurer and the Finance and Operations Committee are in place to mitigate the risk. Additional board meetings were arranged when the pandemic took hold so that trustees could provide support and guidance to navigate the crisis.

## **FINANCIAL REVIEW**

The Charity's income was £1,403,710 in the year ended 31 March 2021, compared to £1,255,569 in 2020. The total expenditure was £1,255,747 in the year ended 31 March 2021, compared to £1,151,712 in 2019/20. The net result was therefore a surplus of £147,963 during 2020/21 of which £47,921 was restricted and £100,042 unrestricted, compared to unrestricted surplus of £103,858 in 2019/20.

The Charity held unrestricted funds of £1,328,033 at the year end, of which £910,358 is tied up in fixed assets (inclusive of the loan and mortgage secured against the building).

## SHARE COMMUNITY LIMITED

### TRUSTEES' REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2021

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#### STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

#### STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

In so far as we are aware:

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

Members of the Charity guarantee to contribute an amount not exceeding 25p to the assets of the Charity in the event of winding up. The total number of such guarantees at 31 March 2020 was 10 (2019: 10). The trustees are members of the Charity but this entitles them only to voting rights.

#### AUDITORS

haysmacintyre have expressed willingness to continue in office. A resolution to re-appoint haysmacintyre will be proposed at the Annual General Meeting.

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

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

Approved by the trustees on 2<sup>nd</sup> August 2021 and signed on their behalf by:

*Kate Heaps*

.....  
Kate Heaps  
Chair

*M Barnett*

.....  
Michael Barnett  
Treasurer

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

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### **Opinion**

We have audited the financial statements of Share Community UK Limited for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheets, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

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

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

### **Other information**

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

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

### **Opinions on other matters prescribed by the Companies Act 2006**

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

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

## **Matters on which we are required to report by exception**

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

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

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

## **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## **Auditor's responsibilities for the audit of the financial statements**

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

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

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

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimate and application of controls around authorisation of expenditure and payments. Audit procedures performed by the engagement team included:

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

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

## Use of our report

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



Murtaza Jessa (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditor  
Date: 3 September 2021

10 Queen Street Place  
London  
EC4R 1AG

**SHARE COMMUNITY LIMITED**

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

**FOR THE YEAR ENDED 31 MARCH 2021**

		<b>Restricted 2021 £</b>	<b>Unrestricted 2021 £</b>	<b>Total 2021 £</b>	<b>Total 2020 £</b>
<b>INCOME FROM:</b>					
Donations and legacies	2	-	25,572	25,572	29,263
Other trading activities		-	9,065	9,065	43,534
Investments		-	1,618	1,618	1,422
<i>Charitable activities:</i>					
Independent Living Skills		217,001	712,868	929,869	809,780
Horticulture		102,118	335,467	437,585	371,570
<b>TOTAL INCOME</b>		<u>319,119</u>	<u>1,084,590</u>	<u>1,403,709</u>	<u>1,255,569</u>
<b>EXPENDITURE ON:</b>					
Raising funds			31,435	31,435	28,241
<i>Charitable activities</i>					
Independent Living Skills		189,839	669,125	858,964	783,468
Horticulture		81,359	283,990	365,349	340,003
<b>TOTAL EXPENDITURE</b>	3	<u>271,198</u>	<u>984,550</u>	<u>1,255,748</u>	<u>1,151,712</u>
Net income/(expenditure) before transfer		47,921	100,040	147,961	103,857
Net transfer between funds		(45,453)	45,453	-	-
<b>Net movement in funds</b>		2,468	145,493	147,961	103,857
Total funds brought forward	13		1,182,542	1,182,542	1,078,683
<b>TOTAL FUNDS CARRIED FORWARD</b>	13	<u><u>2,468</u></u>	<u><u>1,328,035</u></u>	<u><u>1,330,503</u></u>	<u><u>1,182,540</u></u>

All of the above results are derived from continuing activities.

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

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

Comparative figures for 2020 are disclosed in note 15 to the financial statements.

The notes on pages 16 to 25 form part of these financial statements.



## BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021		2020	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	7		1,545,030		1,513,657
<b>CURRENT ASSETS</b>					
Debtors	8	160,533		152,510	
Cash at bank and in hand		395,940		357,966	
<b>TOTAL CURRENT ASSETS</b>		556,473		510,476	
Creditors: amounts falling due within one year	9	(187,661)		(205,130)	
<b>NET CURRENT ASSETS</b>			368,812		305,346
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			1,913,842		1,819,003
Creditors: amounts falling due after one year	10		(583,339)		(636,463)
<b>NET ASSETS</b>	12		<b>1,330,503</b>		<b>1,182,540</b>
<b>FUNDS OF THE CHARITY</b>	13				
Restricted income funds			2,468		-
<b>Unrestricted income funds</b>					
General funds			1,328,035		1,182,540
<b>TOTAL CHARITY FUNDS</b>			<b>1,330,503</b>		<b>1,182,540</b>

The financial statements were approved and authorised for issue by the board of the trustees on 2<sup>nd</sup> August 2021 and were signed below on its behalf by:

*Kate Heaps*

.....  
Kate Heaps  
Chair

*M Barnett*

.....  
Michael Barnett  
Treasurer

The notes on pages 16 to 25 form part of these financial statements.

SHARE COMMUNITY LIMITED

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2021

	Notes	2021 £	2020 £
Net cash provided by operating activities	A	167,929	129,221
<b>Cash flows from investing activities:</b>			
Interest from investments		1,618	1,422
Purchase of tangible fixed assets		(72,014)	(16,006)
<b>Net cash used in investing activities</b>		<b>(70,396)</b>	<b>(14,584)</b>
<b>Cash flows from financing activities:</b>			
Repayment of loans		(58,963)	(74,134)
<b>Net cash used in financing activities</b>		<b>(58,963)</b>	<b>(74,134)</b>
Change in cash and cash equivalents in the reporting period		38,570	40,503
<b>Cash and cash equivalents at the beginning of the year</b>		<b>357,367</b>	<b>316,864</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>395,937</b>	<b>357,367</b>

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

	2021 £	2020 £
Net movement in funds	147,963	103,858
Depreciation charges	40,640	44,805
Interest from investments	(1,618)	(1,422)
Decrease (increase) in debtors	(8,023)	2,628
(Decrease) increase in creditors	(11,033)	(20,648)
<b>Net cash provided by operating activities</b>	<b>167,929</b>	<b>129,221</b>

**B: Analysis of net debt**

	At 1 April 2020 £	Cash flow £	At 31 March 2021 £
Cash at bank and in hand	357,967	37,970	395,937
Overdraft facility payable on demand	(600)	600	-
	<b>357,367</b>	<b>38,570</b>	<b>395,937</b>
Loans falling due within one year	(57,173)	5,839	(51,334)
Loans falling due after one year	(636,462)	53,124	(583,338)
<b>Total</b>	<b>(336,268)</b>	<b>97,533</b>	<b>(238,735)</b>

## SHARE COMMUNITY LIMITED

### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 31 MARCH 2021

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#### 1. ACCOUNTING POLICIES

##### a) **Basis of Accounting**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2020) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

The financial statements are approved during a period where there is much uncertainty as a result of the emergence and international spread of a coronavirus (COVID-19). The ultimate impact of the COVID 19 pandemic is still unclear, but management are modelling scenarios should there be a material effect on income. However, having reviewed the funding facilities available to the Charity together with the expected future cash flows, the trustees have a reasonable expectation that charity has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the charity's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

##### c) **Income recognition**

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

##### d) **Donations and legacies**

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

##### e) **Contractual fee income**

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

##### f) **Grants**

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

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

# SHARE COMMUNITY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2021

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#### 1. ACCOUNTING POLICIES (continued)

##### g) Expenditure

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

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

	Salary and overheads	Support costs	Governance costs
	%	%	%
Raising funds	3	4	-
Independent living	60	67	70
Horticulture	26	29	30
Support costs	8	-	-
Governance	3	-	-

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

##### h) Raising funds

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

##### i) Depreciation

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

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

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

##### j) Restricted funds

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

##### k) Unrestricted funds

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

##### l) Designated funds

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

##### m) Transfers

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

## SHARE COMMUNITY LIMITED

### NOTES TO THE FINANCIAL STATEMENTS (continued)

#### FOR THE YEAR ENDED 31 MARCH 2021

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#### 1. ACCOUNTING POLICIES (continued)

**n) Rentals**

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

**o) Pension scheme**

Share Community provides 3% on top of the salary to be paid directly into Share's Defined Contribution Pension Scheme with The Pension Trust (TPT). All employees also contribute a minimum of 5% (from April 2021) into their pension scheme.

**p) Financial Instruments**

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

**q) Debtors**

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

**r) Cash at bank and in hand**

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

**s) Creditors and provisions**

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

**t) Legal status**

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

**u) Critical accounting judgements and estimates**

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

#### 2. DONATIONS AND LEGACIES

	Restricted £	Unrestricted £	2021 Total £	2020 Total £
Donations, gifts and subscriptions	-	25,572	25,572	29,263

All donations income in 2020 was unrestricted.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

3. EXPENDITURE

	<b>Raising Funds 2021 £</b>	<b>Independent Living 2021 £</b>	<b>Horticulture 2021 £</b>	<b>Support Costs 2021 £</b>	<b>Governance 2021 £</b>	<b>Total 2021 £</b>
Staff costs (note 5)	27,018	530,241	220,498	103,813	22,088	903,658
Direct cost	-	217,802	98,724	-	-	316,526
Other costs	-	-	-	20,599	14,964	35,563
	<u>27,018</u>	<u>748,043</u>	<u>319,222</u>	<u>124,412</u>	<u>37,052</u>	<u>1,255,747</u>
Support costs	4,417	84,751	35,244	(124,412)	-	-
Governance costs	-	26,169	10,883	-	(37,052)	-
	<u>31,435</u>	<u>858,963</u>	<u>365,349</u>	<u>-</u>	<u>-</u>	<u>1,255,747</u>

Governance costs include audit fees of £14,964 and staff costs of £22,088 (2020: £12,840 and staff costs of £26,624 respectively)

<i>2020 comparatives</i>	<b>Raising Funds 2020 £</b>	<b>Independent Living 2020 £</b>	<b>Horticulture 2020 £</b>	<b>Support Costs 2020 £</b>	<b>Governance 2020 £</b>	<b>Total 2020 £</b>
Staff costs (note 5)	24,595	473,868	203,892	81,574	26,264	810,193
Direct cost	-	212,386	94,283	-	-	306,669
Other costs	-	-	-	22,541	12,309	34,850
	<u>24,595</u>	<u>686,254</u>	<u>298,175</u>	<u>104,115</u>	<u>38,573</u>	<u>1,151,712</u>
Support costs	3,646	70,245	30,224	(104,115)	-	-
Governance costs	-	26,969	11,604	-	(38,573)	-
	<u>28,241</u>	<u>783,468</u>	<u>340,003</u>	<u>-</u>	<u>-</u>	<u>1,151,712</u>

**SHARE COMMUNITY LIMITED****NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2021**

<b>4. NET MOVEMENT IN FUNDS</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
This is stated after charging:		
Depreciation	40,640	44,805
Trustees' remuneration	-	-
Trustees' reimbursed expenses – 1 Trustee	-	189
Auditors' remuneration:-		
Audit (including VAT)	14,964	12,840
Interest on loans	8,959	14,683
	<u>          </u>	<u>          </u>
<b>5. STAFF COSTS AND NUMBERS</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Salaries and wages	804,074	737,332
Social security costs	54,569	51,522
Pension contributions	28,286	21,339
Agency and other staff costs	16,729	-
	<u>          </u>	<u>          </u>
	<u>903,658</u>	<u>810,193</u>

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

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

	<b>No.</b>	<b>No.</b>
Independent Living Skills	19	19
Horticulture	5	5
Employability Training	1	1
Administration and support	12	11
Fundraising	1	1
	<u>          </u>	<u>          </u>
	<b>38</b>	<b>37</b>

Over half of employees are part-time. The total employee benefits of the key management personnel of the charity were £ 160,155 (2020: £159,052). The key management personnel of the charity were Chief Executive Officer, Chief Finance and Operating Officer and Head of Training.

Altogether, volunteers donated approximately 5,500 hours over the year (1,430 from corporate volunteers, 1,520 from social buddies and 2,550 from regular volunteers at HQ and the garden). If we were paying a support worker to do the work that the volunteers have done, with a wage of £11 per hour, it would have cost us £60,500 in salary alone.

**6. TAXATION**

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

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

7. TANGIBLE FIXED ASSETS

	Freehold land and building £	Property improvement £	Equipment £	Fixtures and Fittings £	Motor Vehicles £	Total £
<b>Cost</b>						
At 1 April 2020	1,500,000	697,144	175,828	15,428	44,677	2,433,077
Additions in year	-	11,984	49,923	10,107	-	72,014
At 31 March 2021	1,500,000	709,128	225,751	25,534	44,677	2,505,090
<b>Depreciation</b>						
As 1 April 2020	123,500	600,180	142,757	11,154	41,830	919,421
Charge for the year	9,500	7,877	17,957	3,508	1,798	40,640
At 31 March 2021	133,000	608,056	160,715	14,661	35,626	952,060
<b>Net Book Value</b>						
At 31 March 2021	1,367,000	101,072	65,036	10,873	1,049	1,545,030
At 31 March 2020	1,376,500	96,964	33,071	4,274	2,847	1,513,656

8. DEBTORS

	2021 £	2020 £
Trade debtors	144,062	121,782
Accrued income	9,191	13,371
Prepayments	6,080	12,638
Other debtors	1,200	4,719
	160,533	152,510

9. CREDITORS: amounts falling due within one year

	2021 £	2020 £
Pension	6,243	5,798
Trade creditors	12,738	1,604
Accruals	29,691	18,208
Loan payable within one year	51,334	57,174
Other creditors	15,318	16,900
Deferred income (see below)	72,337	105,446
	187,661	205,130

Deferred income relates to funds received in the year which have to be spent specifically in future periods. During the year £105,446 has been deferred and £92,883 from the previous year has been released to the Statement of Financial Activities.



**SHARE COMMUNITY LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 MARCH 2021**

<b>10. CREDITORS: amounts falling due after one year</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Bank loan and mortgage payable:		
Between 1 – 2 years	52,002	49,823
Between 2 – 5 years	160,099	155,275
Greater than 5 years	371,237	431,365
	<u>583,338</u>	<u>636,463</u>

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

**11. OPERATING LEASES**

At the year end, the charity was committed to no (2020: £nil) future payments in respect of operating leases.

**12. NET ASSETS BETWEEN FUNDS**

	<b>Restricted Funds 2021 £</b>	<b>General Funds 2021 £</b>	<b>Total 2021 £</b>
Tangible fixed assets	-	1,545,030	1,545,030
Current assets	2,468	554,006	556,473
Current liabilities	-	(187,661)	(187,661)
Long term liabilities	-	(583,339)	(583,339)
<b>Net assets at the end of the year</b>	<u>2,468</u>	<u>1,328,035</u>	<u>1,330,503</u>

	<b>Restricted Funds 2020 £</b>	<b>General Funds 2020 £</b>	<b>Total 2020 £</b>
Tangible fixed assets	-	1,513,657	1,513,657
Current assets	-	510,476	510,476
Current liabilities	-	(205,130)	(205,130)
Long term liabilities	-	(636,463)	(636,463)
<b>Net assets at the end of the year</b>	<u>-</u>	<u>1,182,540</u>	<u>1,182,540</u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

13. MOVEMENTS IN FUNDS	At the start of the year £	Income £	Expenditure £	At end of year £
<b>Restricted funds:</b>				
SIEF	-	-	-	-
Clothworkers	-	15,000	(514)	-
Viridian	-	-	-	-
Mercers Trust	-	1,250	(1,250)	-
Karten Trust Income	-	-	-	-
London Catalyst	-	-	-	-
Ganett Foundation	-	-	-	-
Drapers Trust	-	5,625	(5,625)	-
Garfield Weston	-	-	-	-
Lloyds TSB Fund	-	-	-	-
Wimbledon Community Grant	-	-	-	-
Wimbledon Foundation	-	7,500	(7,500)	-
Battersea Power Station Foundation	-	-	-	-
MIND	-	16,035	(16,035)	-
Awards for All	-	9,400	(9,400)	-
Bailey Thomas	-	-	-	-
NIACE	-	-	-	-
Henry Smith Charity	-	7,500	(7,500)	-
Hedley Foundation	-	-	-	-
People's Postcode Trust	-	-	-	-
Screwfix Foundation	-	5,000	(5,000)	-
The London Community Foundation	-	47,393	(44,926)	2,467
Big Lottery Community fund	-	37,199	(37,199)	-
City Bridge Trust	-	59,111	(52,028)	(0)
R & H Trust	-	20,000	(20,000)	-
LB of Lambeth	-	4,606	(191)	-
Souter Charitable Trust	-	3,000	(3,000)	-
The Finnis Scott Foundation	-	2,500	(2,500)	-
Wolfson Trust	-	35,000	(15,530)	-
ACT Foundation	-	-	-	-
London Catalyst	-	3,000	(3,000)	-
Big Lottery Community fund	-	40,000	(40,000)	-
<b>Total restricted funds</b>	<u>-</u>	<u>319,119</u>	<u>(271,198)</u>	<u>2,567</u>
<b>General funds</b>	<u>1,182,540</u>	<u>1,084,592</u>	<u>(984,549)</u>	<u>1,328,035</u>
<b>Total funds</b>	<u><u>1,182,540</u></u>	<u><u>1,084,592</u></u>	<u><u>(984,549)</u></u>	<u><u>1,328,035</u></u>

Full comparatives for the year to 31 March 2020 can be found in note 16.

## SHARE COMMUNITY LIMITED

### NOTES TO THE FINANCIAL STATEMENTS (continued)

#### FOR THE YEAR ENDED 31 MARCH 2021

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#### 13. MOVEMENTS IN FUNDS (continued)

##### Purposes of restricted funds

**Arts Council:** This funding supported music project for our students (adults with learning disabilities, sensory impairments, autism, and mental health issues) to develop crucial life skills through music.

**Awards for All:** This funding was received to support development of our database.

**Bailey Thomas:** This fund was provided for Live Well, Feel Great Project which supported Health and Wellbeing activities

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

Big Lottery Community Fund: This funding was given to provide services during lockdown.

**The Cloathworkers' Foundation:** This funding was provided for refurbishment of kitchen

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

**Drapers Trust:** This project supports Digital Inclusion Programme

**Garfield Weston Foundation:** This funding was provided to support Wellbeing project.

**Henry Smith Charity:** This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

**Ian Karten Charitable Trust** Refurbishing the ICT project

**London Borough of Lambeth:** This funding supported to provide digital equipment for our service users to access our virtual learning programme

**London Catalyst:** This funding was provided to support the service users who were quarantining to have cooked meals

**Mercers' Company:** This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

**Percy Bilton:** This fund was provided towards gardening tools and equipment and the provision of a raised bed

**R&H (Hummingbird) Trust:** This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration. Later in the year, they also made a substantial donation towards our Wellbeing team

**Screwfix Foundation:** This funding was provided for refurbishment of kitchen and toilet

**Souter Charitable Trust:** This fund offers people with learning disabilities opportunities to Go Anywhere and Do Anything and promotes social integration.

**The Finnis Scott Foundation:** This funding supported to provide home gardening kit during lockdown

**The London Community Foundation:** This funding support to pilot outreach project during lockdown

**MIND:** Mental health and wellbeing support during Covid 19

**Wimbledon Foundation:** This fund supported to provide emergency food supply and sports activities

**Wolfson Foundation:** This funding was provided for refurbishment of kitchen and toilet

#### 14. RELATED PARTY TRANSACTIONS

Total donation income from the trustees and related parties in the year was £600 (2020: £112).

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

15. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

		<i>Restricted</i> 2020 £	<i>Unrestricted</i> 2020 £	<i>Total</i> 2020 £
<b><i>INCOME FROM:</i></b>				
<i>Donations and legacies</i>	2	-	29,263	29,263
<i>Other trading activities</i>		-	43,534	43,534
<i>Investments</i>		-	1,422	1,422
<i>Charitable activities:</i>				
<i>Independent Living Skills</i>		119,579	690,201	809,780
<i>Horticulture</i>		44,962	326,608	371,570
<b><i>TOTAL INCOME</i></b>		<u>164,541</u>	<u>1,091,028</u>	<u>1,255,569</u>
<b><i>EXPENDITURE ON:</i></b>				
<i>Raising funds</i>		-	28,241	28,241
<i>Charitable activities</i>				
<i>Independent Living Skills</i>		135,606	647,862	783,468
<i>Horticulture</i>		28,935	311,068	340,003
<b><i>TOTAL EXPENDITURE</i></b>	3	<u>164,541</u>	<u>987,171</u>	<u>1,151,712</u>
<b><i>Net movement in funds</i></b>		-	103,857	103,857
<i>Total funds brought forward</i>	13	-	<u>1,078,683</u>	<u>1,078,683</u>
<b><i>TOTAL FUNDS CARRIED FORWARD</i></b>	13	-	<u><u>1,182,540</u></u>	<u><u>1,182,540</u></u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2021

16. COMPARATIVE MOVEMENTS IN FUNDS FOR THE YEAR ENDED 31 MARCH 2020

	<i>At the start of the year</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>At end of year</i> £
<b><i>Restricted funds:</i></b>				
<i>Mercers' Company</i>	-	15,000	(15,000)	-
<i>Ian Karten Trust</i>	-	7,498	(7,498)	-
<i>Drapers' Trust</i>	-	1,875	(1,875)	-
<i>Garfield Weston</i>	-	20,000	(20,000)	-
<i>Arts Council</i>	-	9,568	(9,568)	-
<i>Bailey Thomas</i>	-	5,000	(5,000)	-
<i>Awards for All</i>	-	9,735	(9,735)	-
<i>Henry Smith Charity</i>	-	30,000	(30,000)	-
<i>Percy Bilton</i>	-	4,536	(4,536)	-
<i>City Bridge Trust</i>	-	3,625	(3,625)	-
<i>R&amp;H Trust</i>	-	57,704	(57,704)	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b><i>Total restricted funds</i></b>	-	164,541	(164,541)	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b><i>General funds</i></b>	1,078,683	1,091,028	(987,171)	1,182,540
	<hr/>	<hr/>	<hr/>	<hr/>
<b><i>Total funds</i></b>	<u>1,078,683</u>	<u>1,255,569</u>	<u>(1,151,712)</u>	<u>1,182,540</u>