

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

Company Number: 01081030
Charity Number: 264894

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SHARE COMMUNITY LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2022

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

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

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

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

STRATEGIC REPORT

Objectives and Activities

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

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

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

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

COVID-19 recovery

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

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

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

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

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

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

Staff wellbeing

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

Health and wellbeing course established

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

New community-based project

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

Befriending service

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

Development of our volunteer programme

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

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

Expansion into Lambeth

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

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

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

Family liaison and support

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

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

Student voice and spectrum

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

Achievements and Performance

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

Student achievements and statistics

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

A further three areas have remained stable:

- practical skills
- learning skills
- living skills.

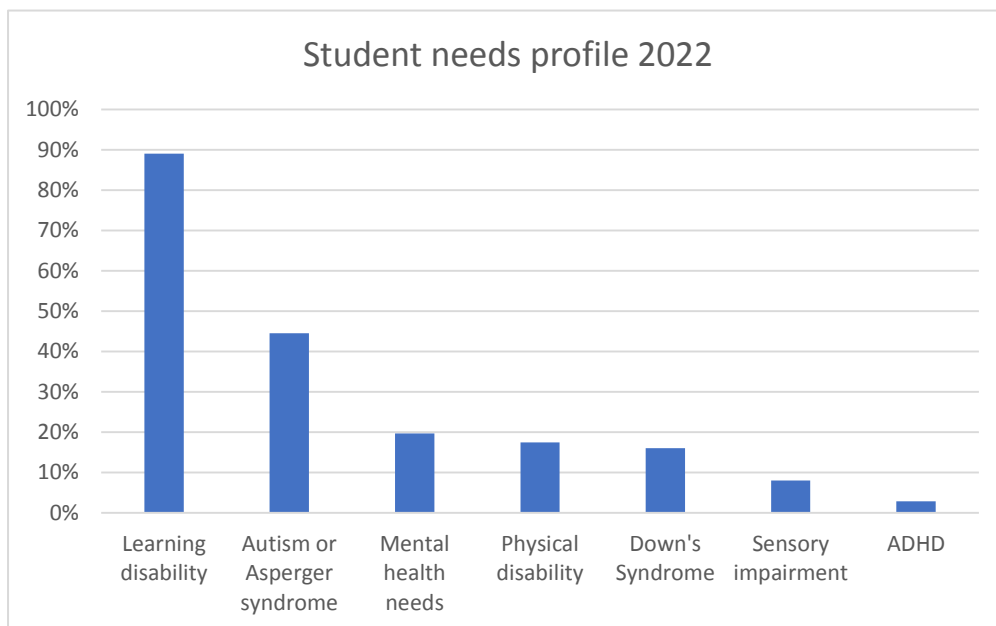
Unfortunately despite our significant effort in these areas, we are still seeing the effects of the pandemic, with four areas showing a very small drop:

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

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

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

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



Accredited courses and training

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

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

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

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

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

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

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

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

Employability

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

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

Health and wellbeing

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

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

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

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

The arts and personal development

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

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

Social inclusion and community-based projects

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

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

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

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

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

Social enterprises

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

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

Challenges

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

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

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

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

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

Fundraising approach and performance

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

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

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

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

Plans for the Future

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

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

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

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

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

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

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

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

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

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

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

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

Structure, governance and management

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

During the year under review, there were 13 trustees, who are also directors of the company - three trustees were appointed two trustees resigned during the year. When recruiting new trustees, the board and CEO assess the range of skills needed and advertise our vacancies using a range of trustee recruitment platforms and through professional and social media networks. A recruitment panel is comprised of a selection of trustees and includes relevant members of the Senior Leadership Team depending on the skills required, they decide which of the candidates has the skills and experience required, aiming for trustees who represent the diverse community that Share serves, and who share our values. All appointments are subject to satisfactory references and an enhanced Disclosure and Barring Service check and are ratified by the whole board. Following the most recent recruitment, the average age of our trustees is 50, 55% are

female and 27% of our trustees are from a BAME background. Following the end of Daria Cybulska's second term, our Chair was temporarily appointed as Board safeguarding champion and the role of Chair of the Quality and Impact Committee was shared between Jayshree Davé and Natasha French.

New trustees receive a thorough induction including receiving information about Share, its governing documents and a trustees' role description. They also receive the latest guidance for trustees from the Charities Commission and information relating to Share's strategy. During their induction they also visit Share to learn more about our organisation, our staff and students. The CEO and Chair send regular briefings on governance issues to the trustees, all of whom are able to access e-mail. Most communication is carried out via Slack, an online platform that is considered more secure than e-mail. The CEO also sends regular bulletins on Share activities and developments between board meetings, for which the board receive more detailed reports. Briefings circulated include those from the NCVO and from a range of legal updates. Trustees are encouraged to take part in conferences and training events to improve their understanding of governance issues and enable them to network with other trustees. This year, the trustees and senior management undertook a major exercise to review the governance of the organisation, including the effectiveness of the board, using Digi-Board, a tool recommended by ACEVO that enables stakeholders to respond to an in-depth online questionnaire and then provides tailored consultancy to assess and review the results. The results enabled the board to understand the strengths and weaknesses of Share's governance and to create an action plan to improve on areas which require strengthening. Share's board was found to be performing at a high level in many areas, with the oversight of digital and equality, diversity and inclusion being areas for particular focus. This year, the board also took time to develop a better understanding of how we manage health and safety at Share, we conducted an audit of our policies and procedures, along with a site inspection. Because of this process, we have increased the visibility of health and safety as a regular agenda item on the HR and Safety Committee, which is chaired by Karen McKay.

In November 2021 our long serving Chief Executive, Annie McDowall advised us of her intention to retire in April 2022. Annie was Chief Executive of Share for nineteen years and has shown great skill and commitment to Share throughout her service, growing and developing our organisation to enable us to support and develop students and staff over the years. We are extremely grateful for all she has done throughout her time at Share to ensure that people experiencing disability can access high quality, individualised support so that they may take an active role in society and live healthy, happy independent lives. We wish Annie all the best for a long and happy retirement and thank her for all she has contributed to Share.

The whole board and senior management team held an in-person away day in November 2021. This was facilitated by experienced consultant, Lillian Brown, and as well as providing an opportunity for newer trustees to meet the longer standing board members, it resulted in the identification of the key strategic areas on which Share would focus in the next 12 months; this supported the recruitment of the next CEO. In February 2022 after a rigorous recruitment process, the board recruited Abi Carter to lead Share as the next CEO; once Abi has completed her induction she will lead a process to work with the board, Share staff and students and our stakeholders to develop a longer term strategy.

The board of trustees normally meets bi-monthly. From November 2021, some of the full board meetings began to be in person, following the move to virtual meetings during the pandemic. Board meetings are now blended, with an option to attend virtually for trustees unable to attend in person. Sub-committee meetings continue to be held online. Board meetings have reverted to being bi-monthly, after a period of meeting more frequently during the CEO's absence and the critical lockdown months. Share also has three sub-committees that meet throughout the year. The Finance and Operations committee meet bi-monthly and delivers the financial scrutiny and oversight that supports the Board of Trustees. It is tasked with reviewing the overall financial position for appropriateness, monitoring the financial management techniques employed at all levels within the organisation and receiving the annual financial statements before board approval. The HR and Safety committee meet every 4 months to monitor Share's Human Resource and Health and Safety function. They review adherence to policies, staff wellbeing and training, procedures for managing pay levels, performance and succession planning. They ensure that health and safety is monitored, and compliance is maintained to ensure Share is a safe place to work. The Quality and Impact committee meet every 4 months to monitor progress against Share's aims and objectives, and to consider innovative ways for Share to grow in the future. Each trustee attends at least one of these committees.

Where possible, trustees attend key events in Share's calendar, for example the annual garden party, the awards ceremony, and the staff and volunteer end of year celebration. The board appraises itself and the Chair meets with each Trustee one to one at least once a year, the Chair has an annual 360° appraisal facilitated by the Chair of the HR and Safety Committee and the Deputy Chair. Strategic decisions within Share are made at board level. Significant financial decisions are referred to the board. Operational decisions are taken by Share's Senior Management Team and all delegated matters are included in a scheme of delegation approved by the board. This includes allocation of resources, Share's programme of activities and recruitment and management of staff. Trustees are kept informed of developments and are regularly consulted on issues where they are able to apply their particular skills and knowledge. Trustees are notified of any issues of concern, including safeguarding issues and serious incidents. The Chair meets with the CEO at least monthly and conducts her appraisal annually.

Share's CEO reports directly to the board. There were 42 permanent members of staff, including the CEO, at the end of the year under review. The Senior Management Team ("SMT") includes the Chief Executive, Chief Finance and Operating Officer, Head of Training and Digital Integration, Head of Services and Head of Wellbeing. The Management Group

includes SMT members plus managers of specific projects. The management structure is appropriate for the size and function of the organisation. All managers receive training that is appropriate to their level from a trusted provider.

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

Public Benefit Statement

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

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

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

Remuneration of key management personnel

The Remuneration Committee, a small group of trustees who make a recommendation to the whole board, reviews the pay of the SMT annually. Any increases are made in accordance with average earnings to reflect a cost of living adjustment and are benchmarked against pay levels in other charities, as we seek to ensure that salaries are competitive to recruit and retain excellent staff and are commensurate with the responsibilities of each role. Salary increases are dependent upon Share having the necessary funds available without impacting on service provision.

RESERVES POLICY

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

Share aims to have free reserves sufficient to meet vulnerabilities in its planned operations and to have a degree of flexibility to invest in new areas. The Trustees have set a target range for free reserves of £500,000 to £530,000. This represents around 29% of forecast expenditure in the coming year, which the Trustees expect will safeguard the continued solvency of the Charity while allowing project opportunities for future development to be pursued. Over time, the Trustees expect the target range to rise, reflecting the growth of charitable activities and increased organisational complexities.

RISK STATEMENT

A full risk review was conducted in February 2022. We have assessed identified risks based on high, medium, and low impact and probability. Actions exist to mitigate these risks where possible. In the trustees' opinion, all known risks have been anticipated and the board is confident that they can be managed.

We have identified that the biggest single risk to Share is the loss of referrals from local authorities or the reduction in days that students attend, due to councils facing funding constraints. We are exploring ways of mitigating this risk – for example, seeking additional premises to create more spaces; introducing new courses to give more choices to our students. Recruitment of students is key to achieving income targets, and this is kept under scrutiny by senior managers and trustees through weekly senior management team meetings and bi-monthly Finance and Operations Committee meetings and meetings of the full board of trustees.

Another risk to Share is the drop in income that we expect to receive through grants and social enterprise activities. In the short to medium term, we have mitigated risk to income by investing in fundraising, accessing various grant funding and community fundraising.

We've been successful in applying for COVID-19 related funding, which has helped us to develop services responsive to the crisis and adapt our provision. We reviewed and revised the annual budget, reduced non-essential spending and capitalised upon opportunities to work in partnership, reducing our expenditure through sharing of resources.

We are working with all of our major funders and have negotiated some flexibility in funding and reporting requirements. We keep our services and programmes under constant review, and our introduction of the Outcomes Star is now giving us clear and impartial information about the extent to which we're meeting students' life and learning goals. Our regular surveys to all key stakeholders also ensure ongoing review.

Other risks identified include serious harm to staff or students; the risk of harm is minimised by having effective and clearly stated working practices which are communicated to all staff and volunteers and regularly reviewed. When issues arise, no matter how minor, we investigate them so that we can learn from incidents and continually improve.

Financial controls are appropriate and comply with Charity Commission guidelines. Scrutiny by the Treasurer and the Finance and Operations Committee are in place to mitigate the risk. A specific risk assessment was carried out in January 2022 following the start of the third wave of the COVID-19 pandemic, and detailed mitigation drawn up to prevent Share being heavily financially impacted by the crisis. Additional board meetings were arranged so trustees could provide support and guidance to navigate the crisis.

FINANCIAL REVIEW

The Charity's income was £1,370,884 in the year ended 31 March 2022, compared to £1,403,709 in 2021. The total expenditure was £1,282,596 in the year ended 31 March 2022, compared to £1,255,748 in 2021. The net result was therefore a surplus of £88,288 during 2021/22 of which the unrestricted surplus was £88,356 and £68 was a restricted deficit, compared to surplus of £147,961 in 2020/21 of which £47,921 was restricted and £100,040 was unrestricted. The charities income was lower than the previous year due to a reduction in fundraised income because of an increase in competition in applications to trust funds. The expenditure was higher as there was an increase in staff costs due to a higher level of COVID-19 related absences, and also needing more staff due to student referrals presenting with more complex needs and requiring more intense support.

The Charity held unrestricted funds of £1,416,391 at the year end, of which £928,581 is tied up in fixed assets (inclusive of the loan and mortgage secured against the building).

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2022

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

In so far as we are aware:

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

Members of the Charity guarantee to contribute an amount not exceeding 25p to the assets of the Charity in the event of winding up. The total number of such guarantees at 31 March 2022 was £10 (2021: £10). The trustees are members of the Charity but this entitles them only to voting rights.

AUDITORS

Haysmacintyre have expressed willingness to continue in office. A resolution to re-appoint Haysmacintyre will be proposed at the board meeting in November 2022.

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

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

Approved by the trustees on 2nd August 2022 and signed on their behalf by:

Kate Heaps

.....
Kate Heaps
Chair

Michael Barnett

.....
Michael Barnett
Treasurer

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SHARE COMMUNITY LIMITED

Opinion

We have audited the financial statements of Share Community Limited for the year ended 31 March 2022 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SHARE COMMUNITY LIMITED

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

Use of our report

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



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

10 Queen Street Place
London
EC4R 1AG

Date: 23 August 2022

SHARE COMMUNITY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (including income and expenditure accounts)

FOR THE YEAR ENDED 31 MARCH 2022

		Restricted 2022 £	Unrestricted 2022 £	Total 2022 £	Total 2021 £
INCOME FROM:					
Donations and legacies	2	-	26,563	26,563	25,572
Other trading activities		-	20,172	20,172	9,065
Investments		-	98	98	1,618
<i>Charitable activities:</i>					
Independent Living Skills		119,786	780,568	900,355	929,869
Horticulture		56,370	367,326	423,696	437,585
TOTAL INCOME		<u>176,156</u>	<u>1,194,727</u>	<u>1,370,884</u>	<u>1,403,709</u>
EXPENDITURE ON:					
Raising funds			13,014	13,014	31,435
<i>Charitable activities</i>					
Independent Living Skills		127,496	787,774	915,270	858,964
Horticulture		48,729	305,583	354,312	365,349
TOTAL EXPENDITURE	3	<u>176,225</u>	<u>1,106,371</u>	<u>1,282,596</u>	<u>1,255,748</u>
Net income (expenditure) before transfer		(68)	88,356	88,288	147,961
Net transfer between funds		-	-	-	-
Net movement in funds		(68)	88,356	88,288	147,961
Total funds brought forward	13	2,468	1,328,035	1,330,503	1,182,542
TOTAL FUNDS CARRIED FORWARD	13	<u>2,400</u>	<u>1,416,391</u>	<u>1,418,791</u>	<u>1,330,503</u>

All of the above results are derived from continuing activities.

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

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

Comparative figures for 2021 are disclosed in note 15 to the financial statements.

The notes on pages 19 to 27 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022		2021	
		£	£	£	£
FIXED ASSETS					
Tangible assets	7		1,511,993		1,545,030
CURRENT ASSETS					
Debtors	8	158,408		160,533	
Cash at bank and in hand		458,928		395,940	
TOTAL CURRENT ASSETS		617,336		556,473	
Creditors: amounts falling due within one year	9	(179,077)		(187,661)	
NET CURRENT ASSETS			438,259		368,812
TOTAL ASSETS LESS CURRENT LIABILITIES			1,950,252		1,913,842
Creditors: amounts falling due after one year	10		(531,461)		(583,339)
NET ASSETS	12		1,418,791		1,330,503
FUNDS OF THE CHARITY	13				
Restricted income funds			2,400		2,468
Unrestricted income funds					
General funds			1,416,391		1,328,035
TOTAL CHARITY FUNDS			1,418,791		1,330,503

The financial statements were approved and authorised for issue by the board of the trustees on 2nd August 2022 and were signed below on its behalf by:

Kate Heaps

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Kate Heaps
Chair

Michael Barnett

.....
Michael Barnett
Treasurer

The notes on pages 19 to 27 form part of these financial statements.

SHARE COMMUNITY LIMITED

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2022

	Notes	2022 £	2021 £
Net cash provided by operating activities	A	127,933	167,932
Cash flows from investing activities:			
Interest from investments		98	1,618
Purchase of tangible fixed assets		(13,167)	(72,014)
Net cash used in investing activities		(13,068)	(70,396)
Cash flows from financing activities:			
Repayment of loans		(51,877)	(58,963)
Net cash used in financing activities		(51,877)	(58,963)
Change in cash and cash equivalents in the reporting period		62,989	38,573
Cash and cash equivalents at the beginning of the year		395,940	357,367
Cash and cash equivalents at the end of the year		458,928	395,940

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

	2022 £	2021 £
Net movement in funds	88,288	147,961
Depreciation charges	46,204	40,640
Interest from investments	(98)	(1,618)
Decrease (increase) in debtors	2,125	(8,023)
(Decrease) increase in creditors	(8,586)	(11,028)
Net cash provided by operating activities	127,933	167,932

B: Analysis of net debt

	At 1 April 2021 £	Cash flow £	At 31 March 2022 £
Cash at bank and in hand	395,940	62,987	458,928
Overdraft facility payable on demand	-	-	-
	395,940	62,987	458,928
Loans falling due within one year	(51,334)	(618)	(51,952)
Loans falling due after one year	(583,338)	51,877	(531,461)
Total	(238,732)	114,246	(124,485)

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

a) **Basis of Accounting**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2021) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

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

c) **Income recognition**

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

d) **Donations and legacies**

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

e) **Contractual fee income**

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

f) **Grants**

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

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

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

g) Expenditure

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

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

	Salary and overheads	Support costs	Governance costs
	%	%	%
Raising funds	1	1	-
Independent living	59	71	72
Horticulture	23	27	28
Support costs	15	-	-
Governance	2	-	-

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

h) Raising funds

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

i) Depreciation

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

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

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

j) Restricted funds

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

k) Unrestricted funds

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

l) Designated funds

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

m) Transfers

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

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (continued)

n) Rentals

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

o) Pension scheme

Share Community provides 5% on top of the salary to be paid directly into Share's Defined Contribution Pension Scheme with The Pension Trust (TPT). All employees also contribute a minimum of 5% (from April 2022) into their pension scheme.

p) Financial Instruments

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

q) Debtors

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

r) Cash at bank and in hand

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

s) Creditors and provisions

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

t) Legal status

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

u) Critical accounting judgements and estimates

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

2. DONATIONS AND LEGACIES

	Restricted	Unrestricted	2022	2021
	£	£	Total	Total
			£	£
Donations, gifts and subscriptions	-	26,563	26,563	25,572

All donations income in 2022 was unrestricted.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

3. EXPENDITURE

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

Governance costs include audit fees of £13,680 and staff costs of £22,267 (2021: £14,964 and staff costs of £22,088 respectively)

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

SHARE COMMUNITY LIMITED**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022**

4. NET MOVEMENT IN FUNDS	2022	2021
	£	£
This is stated after charging:		
Depreciation	46,204	40,640
Trustees' remuneration	-	-
Trustees' reimbursement	-	-
Auditors' remuneration:-		
Audit (including VAT)	13,680	14,964
Interest on loans	8,567	8,959
	<u> </u>	<u> </u>
5. STAFF COSTS AND NUMBERS	2022	2021
	£	£
Salaries and wages	830,662	804,074
Social security costs	61,112	54,569
Pension contributions	39,624	28,286
Agency and other staff costs	10,579	16,729
	<u> </u>	<u> </u>
	<u>941,977</u>	<u>903,658</u>

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

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

	No.	No.
Independent Living Skills	21	19
Horticulture	5	5
Employability Training	1	1
Administration and support	14	12
Fundraising	1	1
	<u> </u>	<u> </u>
	<u>42</u>	<u>38</u>

Over half of employees are part-time. The total employee benefits of the key management personnel of the charity were £156,073 (2021: £160,155). The key management personnel of the charity were Chief Executive Officer, Chief Finance and Operating Officer and Head of Training and Digital Integration.

Volunteers donated approximately 4101 hours over the year (949 hours from befrienders, 564 from social buddies and 2004 from classroom, project and garden volunteers). Volunteers also gave us 584 hours from volunteer training. If we were paying a support worker to do the work that the volunteers have done, with a wage of £11 per hour, it would cost us £45,111 in salary alone.

6. TAXATION

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

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

7. TANGIBLE FIXED ASSETS

	Freehold land and building £	Property improvement £	Equipment £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost						
At 1 April 2021	1,500,000	709,128	225,751	25,534	44,677	2,505,090
Additions in year	-	-	7,957	5,210	-	13,167
Disposals			(73,102)	(12,137)		(85,239)
	<u>1,500,000</u>	<u>709,128</u>	<u>160,606</u>	<u>18,607</u>	<u>44,677</u>	<u>2,433,018</u>
Depreciation						
As 1 April 2021	133,000	608,056	160,715	14,661	43,628	960,060
Charge for the year	9,500	8,191	23,077	4,387	1,049	46,204
Disposals			(73,102)	(12,137)		(85,239)
	<u>142,500</u>	<u>616,247</u>	<u>110,690</u>	<u>6,911</u>	<u>44,677</u>	<u>921,025</u>
Net Book Value						
At 31 March 2022	<u>1,357,500</u>	<u>92,881</u>	<u>49,916</u>	<u>11,696</u>	<u>-</u>	<u>1,511,993</u>
At 31 March 2021	<u>1,367,000</u>	<u>101,072</u>	<u>65,036</u>	<u>10,873</u>	<u>1,049</u>	<u>1,545,030</u>

8. DEBTORS

	2022 £	2021 £
Trade debtors	115,572	144,062
Accrued income	28,146	9,191
Prepayments	13,178	6,080
Other debtors	1,512	1,200
	<u>158,408</u>	<u>160,533</u>

9. CREDITORS: amounts falling due within one year

	2022 £	2021 £
Pension	6,885	6,243
Trade creditors	21,933	12,738
Accruals	16,601	29,691
Loan payable within one year	51,952	51,334
Other creditors	16,350	15,318
Deferred income (see below)	65,356	72,337
	<u>179,077</u>	<u>187,661</u>

Deferred income relates to funds received in the year which have to be spent specifically in future periods. During the year £65,356 has been deferred and £72,337 from the previous year has been released to the Statement of Financial Activities.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

10. CREDITORS: amounts falling due after one year	2022	2021
	£	£
Bank loan and mortgage payable:		
Between 1 – 2 years	52,653	52,002
Between 2 – 5 years	162,262	160,099
Greater than 5 years	316,546	371,238
	<u>531,461</u>	<u>583,339</u>

The company took out a mortgage of £1,194,000 for the purchase of the building and secured by a legal charge on the building. This is being repaid over 25 years. The loan was taken on life time tracker rate of 1.25% plus Bank of England base rate and paid £8,567 during the year.

11. OPERATING LEASES

At the year end, the charity was committed to no (2021: £nil) future payments in respect of operating leases.

12. NET ASSETS BETWEEN FUNDS

	Restricted Funds 2022 £	General Funds 2022 £	Total 2022 £
Tangible fixed assets	-	1,511,993	1,511,993
Current assets	2,400	614,936	617,336
Current liabilities	-	(179,077)	(179,077)
Long term liabilities	-	(531,461)	(531,461)
Net assets at the end of the year	<u>2,400</u>	<u>1,416,391</u>	<u>1,418,791</u>

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

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

13. MOVEMENTS IN FUNDS	At the start of the year £	Income £	Expenditure £	At end of year £
Restricted funds:				
Garfield Weston	-	15,000	(15,000)	-
Wimbledon Foundation	-	5,000	(5,000)	-
Battersea Power Station Foundation	-	2,785	(2,785)	-
MIND	-	3,562	(3,562)	-
Awards for All	-	7,388	(7,388)	-
D'Oyly Carte Charitable Trust	-	3,500	(3,500)	-
The London Community Foundation	2,468	-	(2,468)	-
Big Lottery Community Fund	-	49,600	(47,200)	2,400
City Bridge Trust	-	43,500	(43,500)	-
R & H Trust	-	43,321	(43,321)	-
Souter Charitable Trust	-	2,500	(2,500)	-
Total restricted funds	<u>2,468</u>	<u>176,156</u>	<u>(176,225)</u>	<u>2,400</u>
General funds	1,328,035	1,194,728	(1,106,371)	1,416,391
Total funds	<u><u>1,330,503</u></u>	<u><u>1,370,884</u></u>	<u><u>(1,282,596)</u></u>	<u><u>1,418,791</u></u>

Full comparatives for the year to 31 March 2021 can be found in note 15.

Purposes of restricted funds

Awards for All: This funding was received to provide wellbeing support at Share Garden.

Big Lottery Community Fund: This funding was provided toward the staff cost of family support work and to provide services during lockdown.

Battersea Power Station Foundation: This funding supported the provision of digital equipment for our students to access our virtual learning programme

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

D'Oyly Carte Charitable Trust: This funding supported delivery of the 'Rhythm and Tunes' music project to develop crucial life skills through music.

Drapers Trust: This project supports the Digital Inclusion Programme

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

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

London Borough of Lambeth: This funding supported the provision of digital equipment for our students to access our virtual learning programme

London Catalyst: This funding was provided to support students who were quarantining to have cooked meals

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

MIND: Mental health and wellbeing support during Covid 19

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

13. MOVEMENTS IN FUNDS (CONTINUED)

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

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

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

The Finnis Scott Foundation: This funding supported the provision of home gardening kits during lockdown

The London Community Foundation: This funding supported the pilot outreach project during lockdown

Wimbledon Foundation: This fund supported the provision of emergency food supplies, sports activities and towards digital equipments

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

14. RELATED PARTY TRANSACTIONS

Total donation income from the trustees and related parties in the year was £600 (2021: £600).

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

15. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

		<i>Restricted</i> 2021 £	<i>Unrestricted</i> 2021 £	<i>Total</i> 2021 £
INCOME FROM:				
<i>Donations and legacies</i>	2	25,572	25,572	25,572
<i>Other trading activities</i>		9,065	9,065	9,065
<i>Investments</i>		1,618	1,618	1,618
<i>Charitable activities:</i>				
<i>Independent Living Skills</i>		217,001	712,868	929,869
<i>Horticulture</i>		102,118	335,467	437,585
TOTAL INCOME		<u>319,119</u>	<u>1,084,590</u>	<u>1,403,709</u>
EXPENDITURE ON:				
<i>Raising funds</i>			31,435	31,435
<i>Charitable activities</i>				
<i>Independent Living Skills</i>		189,839	669,125	858,964
<i>Horticulture</i>		81,359	283,990	365,349
TOTAL EXPENDITURE	3	<u>271,198</u>	<u>984,550</u>	<u>1,255,748</u>
Net movement in funds		2,468	145,493	147,961
<i>Total funds brought forward</i>	13	-	1,182,542	1,182,542
TOTAL FUNDS CARRIED FORWARD	13	<u>2,468</u>	<u>1,328,035</u>	<u>1,330,503</u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2022

16. COMPARATIVE MOVEMENTS IN FUNDS FOR THE YEAR ENDED 31 MARCH 2021

	<i>At the start of the year</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>At end of year</i> £
Restricted funds:				
<i>Clothworkers</i>	-	15,000	(514)	-
<i>Mercers' Company</i>	-	1,250	(1,250)	-
<i>Drapers Trust</i>	-	5,625	(5,625)	-
<i>MIND</i>	-	16,035	(16,035)	-
<i>Awards for All</i>	-	9,400	(9,400)	-
<i>Henry Smith Charity</i>	-	7,500	(7,500)	-
<i>Screwfix Foundation</i>	-	5,000	(5,000)	-
<i>The London Community Foundation</i>	-	47,393	(44,926)	2,467
<i>Big Lottery Community Fund</i>	-	37,199	(37,199)	-
<i>City Bridge Trust</i>	-	59,111	(52,028)	-
<i>R & H Trust</i>	-	20,000	(20,000)	-
<i>LB of Lambeth</i>	-	4,606	(191)	-
<i>Souter Charitable Trust</i>	-	3,000	(3,000)	-
<i>The Finnis Scott Foundation</i>	-	2,500	(2,500)	-
<i>Wolfson Foundation</i>	-	35,000	(15,530)	-
<i>London Catalyst</i>	-	3,000	(3,000)	-
<i>Big Lottery Community Fund</i>	-	40,000	(40,000)	-
Total restricted funds	-	319,119	(271,198)	(2,567)
General funds	1,182,540	1,084,592	(984,549)	1,328,035
Total funds	<u>1,182,540</u>	<u>1,084,592</u>	<u>(984,549)</u>	<u>1,328,035</u>