

**SHARE COMMUNITY LIMITED**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

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

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**FOR THE YEAR ENDED 31 MARCH 2020**

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**SHARE COMMUNITY LIMITED**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**FOR THE YEAR ENDED 31 MARCH 2020**

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**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  
Registered Company**

264894  
01081030

**Registered and operation address**

64 Altenburg Gardens  
London SW11 1JL

**Board of trustees (Directors)**

Kate Heaps  
Jayshree Dave  
Michael Barnett  
Daria Cybulska

Chair  
Vice Chair  
Treasurer

Srishti Mahhajan  
Karen McKay  
Darren Norris  
Steven Pettengell  
Jesper Christensen  
Simon Allocca  
Jenny Duncan

*Resigned 02/12/2019*  
*Appointed 02/12/2019*  
*On sabbatical from 03/12/2018*  
*Resigned 05/03/2020*

**Patrons**

Lord Alf Dubs  
Patricia Hodge  
Geraldine James OBE

**Company Secretary**

Annie McDowall

**Chief Executive**

Annie McDowall

**Bankers**

HSBC  
240 Lavender Hill  
London  
SW11 1LH

CAF Bank  
25 Kings Hill Avenue  
Kings Hill  
West Malling  
Kent ME19 4JQ

**SHARE COMMUNITY LIMITED****REFERENCE AND ADMINISTRATIVE DETAILS (continued)****FOR THE YEAR ENDED 31 MARCH 2020**

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<b>Independent Auditors</b>	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG	
<b>Staff</b>	Alice Gough Amber Frost Anja Imberechts Annie McDowall Ashley Brown Charlotte Webby Claire Smith Diana Sawaya Eleanor Smith-Hahn Elise Sorensen Frances Barrett Gabrielle Antoniou Gina Morton Hannah Burton Jaime (Reena) Naveratnam Jaime Johnson Jenny Bourlet Joanne Smith Jonathan Rogers Joseph Fitton Julia Roxborough June Lynch Karen Miles Kay Clayton Kenneth Anderson Leanne Wood Michael Kalman Michelle Brandon Mikayla Fergus-Quartey Nirmalan Kugathasan Rachael Elliott Rachel Healy Rachel Simms Robert Boyce Ruth Miller Sarah Foss Shannon Blackwood Shem Jarrold Stephen McGuane Wendy Nicholson	Community Learning and Independent Living Facilitator Cleaner Lunch Time Activities Leader Chief Executive Horticulture Project and Enterprise Manager Wellbeing Co-ordinator Independence and Wellbeing Team Leader Art and Independent Living Trainer Community and Project Support Worker Go Anywhere, Do Anything Project Coordinator Music Tutor Client and Community Engagement Co-ordinator Digital Inclusion Manager Community and Project Support Worker Finance & Administration Officer Horticulture Job Coach (left 01/07/2019) Health and Community Manager Horticulture Project Support Worker and Cleaner Horticulture Trainer and Assessor Go Anywhere, Do Anything Project Coordinator Horticulture Job Coach Cleaner Outreach and Wellbeing Manager Community and Project Support Worker (left 8/11/2019) Chef Trainer People and Projects Manager Receptionist Horticulture Worker (left 15/04/2019) My Life Manager (left 22/03/2020) Head of Finance and Operations Community and Project Support Worker Marketing and Communications Manager Assistant Chef Head of Training / Deputy CEO Receptionist Horticulture Senior Trainer and Assessor Job Coach Independent Living and Basic Skills Tutor Digital Skills Tutor Lunch Time Activities Leader

# SHARE COMMUNITY LIMITED

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 31 MARCH 2020

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The trustees present their report and the audited financial statements for the year ended 31 March 2020.

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 the NCVO Trustee bank, REACH, and publications including *The Guardian* and *Third Sector*. 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.

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. This year, the Chair and trustees attended a number of events, including the NCVO Trustee Conference; *The Happy* Conference and Finance seminars. The Chair and CEO attended Dynamic Duo training with Acevo and the majority of the Board attended in house Autism Awareness training delivered by our Independence and Wellbeing team.

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 began mid-April 2020. In between, sub-committees meet, and each trustee is a member of at least one sub-committee. In 2019/20 the board reviewed its subcommittees and made some changes; the Finance and Operations Committee continues to scrutinise the details of the financial performance and student pipeline. The HR committee also took on the responsibility for oversight of health and safety and continues to ensure Share is complying with its legal responsibilities, staffing and trustee development. This year we stood down the Fundraising and Communications Committee, as much of its work was duplicated elsewhere and established a new Quality and Impact Committee. The role of this committee is to monitor progress against KPIs relating to our theory of change and outcome star, as well as to support service development and feedback from stakeholder surveys. From April 2020, during the lockdown, we stood down the sub-committees, with the exception of the Finance and Operations Committee.

When possible, trustees take part in organisational away-days, which focus on strategic planning. They 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. 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 at least monthly and conducts her appraisal annually. This year, there was an organisational conference, which trustees, students, staff and other stakeholder attended.

## SHARE COMMUNITY LIMITED

### TRUSTEES' REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2020

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

Share's CEO reports directly to the board. There were 36 permanent members of staff, including the CEO, by the end of the year under review. The Senior Management Team includes the Chief Executive, Head of Training, and Head of Finance and Operations and from July 2019 the People and Projects Manager and Outreach and Wellbeing Manager. 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, although some of our contract work stipulates that we work with people from particular London boroughs on specific programmes. 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 Key management personnel are 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 bench-mark 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 and educational opportunities to 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 wellbeing and good self-esteem for disabled people. Most of our students are people with learning disabilities, over a third of whom also have autism. They experience significant health disadvantages, dying much younger from preventable diseases than non-learning disabled people. This year we have continued to develop and nurture partnerships and collaborations. 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 also take part in the NHS Thinking Partners Group which focusses on equality and diversity issues.

## SHARE COMMUNITY LIMITED

### TRUSTEES' REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2020

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### STRATEGIC REPORT (continued)

#### Objectives and Activities (continued)

The Covid-19 pandemic has made engaging with partners, commissioners, and other stakeholders more crucial than ever, and we have worked constructively, collaboratively, and flexibly with local authorities and other charities to meet the needs of people with learning disabilities in our district. This has involved significantly changing what we do, for example, providing hot meals to people who were shielding or self-isolating, and developing a key working system to support beneficiaries and their families during the lock-down. 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.

We provide an environment that supports disabled people to attain nationally recognised vocational qualifications, work experience and, where possible, jobs. Share provides training in the areas of Digital Skills; Horticulture; Food Hygiene and Catering; and Basic and Independent Living Skills. We offer contextual programmes in arts and crafts and wellbeing, including yoga and music. We maintain Autism Accreditation through the National Autistic Society and we are currently working towards advanced accreditation status. We have added specialist programmes and activities to benefit people with learning disabilities and autism.

Our *My Community and Me* programme takes learning out of the classroom and allows people to connect with organisations to improve their experience of life as a citizen in the local community. We have seen an increase in outcomes for social responsibility for people on this programme and plan to develop it further. Our *Go Anywhere, Do Anything* (GADA) project opens up arts, sports, and leisure opportunities to people with learning disabilities. We integrate digital technology in all of our projects which supports people's communication and learning.

At the end of the year under review, the COVID-19 pandemic had a major impact on the way we deliver our services. When lockdown began we closed our face-to-face services. In response, we put together a programme of initiatives designed to safeguard mental health and physical wellbeing. We implemented a key working team to support students through the crisis, and to monitor safeguarding issues so that we could flag up issues of concern over students' safety or wellbeing. We ran virtual wellbeing sessions, and created a diverse range of digital learning materials and home learning packs. We ran keep-fit and cookery sessions and fun online "social events" led by our social buddy volunteers. We supported families and carers by signposting them to support and advice e.g. on benefits and foodbanks, as well as running regular online forums for them to attend. We developed a community meals service in partnership with other organisations in the area delivering meals to local vulnerable people. As lockdown restrictions eased, we welcomed a small number of students back to the catering site to support the meals service and develop their kitchen skills. We also welcomed students back to the garden for respite, exercise and social contact. We continue to develop our services in line with our mission to improve the lives of disabled people as we embrace the "new normal".

The pandemic meant that staff were working from home, 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.

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 are proactive in developing alliances and partnerships with other organisations, and this year we've led the campaign to bring greater co-ordination and infrastructure support to Wandsworth's voluntary sector, culminating in a very well attended conference for voluntary organisations which took place in May 2019, which was organised by a small steering group chaired by Share's CEO and supported by officers from Wandsworth Council. This work has led to enhanced dialogue between statutory and voluntary agencies with a clear focus on improving the lives of disadvantaged people through collaboration and cooperation.

We hosted the first Share conference in November 2019, another well-attended successful event where staff, students, trustees, volunteers, and professional partners came together to reflect on past achievements and think about future change. Student participation was particularly powerful, helped by the facilitation of an advocacy organisation. We heard from other social enterprises who gave an insight into the different kinds of working environments that people with learning disabilities are thriving in. The event resulted in a range of creative ideas to shape and improve our services.

## SHARE COMMUNITY LIMITED

### TRUSTEES' REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2020

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### STRATEGIC REPORT (continued)

#### Objectives and Activities (continued)

We run several user-led groups at Share including Mens' and Womens' groups offering safe spaces for people to have their say. We also run Student Voice and a Spectrum group for our autistic students. 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 support networks.

Volunteers make a significant contribution to our work. *Go Anywhere, Do Anything* has an operating model that puts volunteer social buddies at the heart of the project. 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. 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. Between April 2019 and March 2020, Share was supported by 81 regular volunteers (40 at HQ and garden and 41 GADA social buddies). 439 corporate volunteers gave their time to Share over the year (28% increase on last year), usually coming for a day or two; the opportunity to come as a small group to volunteer at our garden was particularly popular again this year with the garden accommodating 83% of the corporate volunteers. Altogether, volunteers donated approximately 6,022 hours over the year (2,195 from corporate volunteers, 1,027 from social buddies and 2,800 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 £66,242 in salary alone.

The Covid-19 pandemic puts some of the volunteering opportunities at risk, especially as we continue to enforce social distancing, which puts pressure on our capacity within our building, and potential corporate volunteers are still working from home. However, we have seen an upsurge in interest in volunteering, particularly for supporting our horticultural project, which is good news for Share. We have been able to move our training and induction process to online for this period, and we are still able to carry out the necessary safety checks.

#### 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 £1,255,569; we made a surplus of £104k; numbers of students steadily increased, so that by the end of the financial year, we had nearly 103 full time equivalent students on the books, compared with 93 at the same time the previous year.

We were delighted to win 'Employer of the Year' at the annual Wandsworth Business Awards 2019, organised by the Wandsworth Chamber of Commerce to reward and celebrate the borough's dynamic and innovative organisations. We were also highly commended in the category 'Best Charity or Social Enterprise'. Stakeholder surveys showed very high satisfaction rates which reflects our commitment to building and sustaining a happy organisation that focuses on ability and places a high value on people at all levels. We were successful with recruitment and have welcomed talented and passionate colleagues to the team.

Our student star, a mechanism for recording student success, challenges, and aspirations, shows an increase in all nine areas of evaluation – practical skills, communication and social skills, learning skills, physical health, living skills, friends and relationships, wellbeing, social responsibility, and work readiness. The outcome star allows students to visually see their progress towards independence which can increase motivation and willingness to learn.

We provided training for 144 disabled people, which is up from 124 in 2019. Our target for the average number of full time equivalent (attending 3 days per week or more) students was set at 100. We ended the year with a total of 103 and an average of 101, so slightly above target. Total student days increased by 11%.

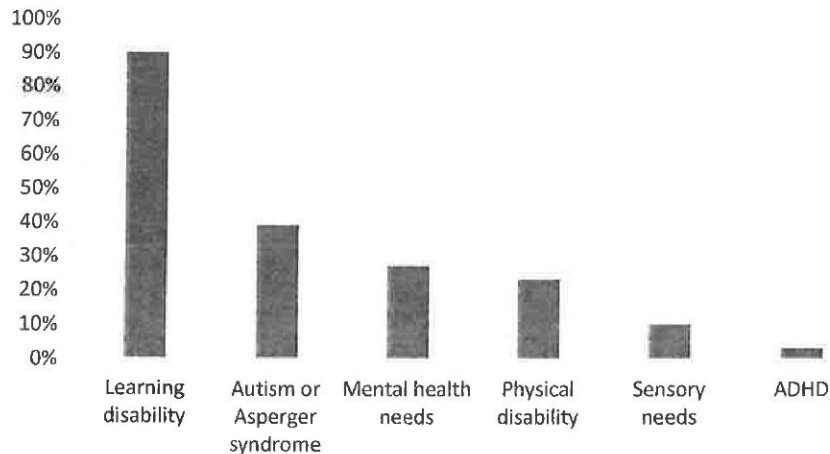
The following chart illustrates the needs people coming to Share have, and we can see that many have multiple and complex support requirements, including 39% who have Autism or Asperger's syndrome often alongside other conditions:



STRATEGIC REPORT (continued)

Objectives and Activities (continued)

Student needs profile



Our vocational training projects lead to recognised qualifications for our students, with the independent living and non-vocational programmes being assessed through portfolio development. Clearly our ability to deliver in this way has been compromised by the Covid-19 pandemic, but the catering and gardening projects are the first to be to reopen, with students engaged in real work activities.

Our Independent Living Skills course enrolled 46 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 weekly Steps classes to 17 students to support our students to take their first steps into employment. 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 20 students attending music and 12 attending art. We increased our *My Community and Me* provision by an extra day a week, and 23 students took part in the programme.

10 students took part in our English and Maths course over the year and worked towards units towards a City and Guilds award in English and Mathematics. Students' focus being to learn strategies to help them handle numbers and money with greater confidence in everyday living situations and scenarios.

Horticulture students had another successful and busy year. The project worked with 42 students. 12 Students achieved units towards a Horticultural Skills for Working life qualification. Four students achieved their Level 2 qualification in Practical Horticulture Skills, and four more achieved units towards achieving it. Nine students achieved units towards their Level 1 qualification in Practical Horticulture Skills. Other students attended for therapeutic benefits.

Our Catering project worked with 24 students over the year, delivering CIEH qualifications. Three students worked towards their Level 2 Award in Food Safety Awareness and 1 received a Foundation and Introductory Level qualification. 78% of students work on picture based portfolios and 'I can statements' as they have significant barriers to achieving Level 1 qualifications. This project was the first to trial using Zoom to provide catering training. It's proved to be very successful, with students joining sessions and cooking at home, often with their families. Learning from this is that remote learning may in fact be more effective than learning in our industrial kitchen, 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 is a very good way of promoting healthy eating, and the idea of cooking using fresh produce and simple recipes.

## SHARE COMMUNITY LIMITED

### TRUSTEES' REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2020

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#### STRATEGIC REPORT (continued)

##### Objectives and Activities (continued)

Share's Digital Skills and Digital Life Skills project supported 55 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. Three students achieved units towards the Level 1 ITQ Award, and 16 students achieved a unit towards Skills for Working Life.. 57% of students accessing Digital received progression certificates.

The other key theme that underpinned much of our work related to health and wellbeing. Supported by funding from various charities and Wandsworth CCG, we are on a mission to tackle health inequalities, and in particular to reduce preventable illnesses, which can lead to premature death in people with learning disabilities, who form the majority of our student group. We continued to offer a programme of regular exercise, healthy meals, and life skills training in making healthy life choices. Many of our students reported feeling fitter and healthier. We employed a Disability Sports Coach and freelance yoga teachers to run sessions throughout the year. We also worked with Movement Works, who deliver a programme that is specifically developed for people with autism and whose interactive session at our annual awards had everybody out of their seats. This work became even more important during the lock-down, and we provided opportunities online for people to remain as physically active as possible, and to make healthy eating choices. We also supported people's mental health and wellbeing, liaising with social workers where we had serious concerns about someone's wellbeing. Once lock-down started to ease, we put in place a one to one outreach service so that our most vulnerable and isolated people could go for a walk with one of our staff members, or be escorted to the Share kitchen or garden on foot rather than risking public transport. Since lockdown our Disability Sports Coaches have offered virtual fitness sessions over Zoom.

We have continued to support students to express themselves through art, writing, and music. We are grateful to our talented volunteers for helping us to make this happen. We've also made regular visits to galleries and museums to deepen students' appreciation of art and history. Our *My Community and Me* group took part in a collaboration with the National Archives at Kew and the Wandsworth Heritage Service researching the history of the local area which culminated in an exhibition of students' work. Our creative writing classes are very popular and are made possible by the dedication of our dedicated and gifted volunteer writing tutor Janice Warman, who has inspired creativity and enabled our students to express themselves in poetry and stories.

The programme for arts and crafts has developed significantly over the last year with exploration of textiles, digital art, upcycling and expression through sensory art. During lockdown our art tutor developed home project packs and set numerous art challenges with supporting instructional videos. This enabled students to express themselves and keep motivated and entertained, supporting mental health.

Our main challenge this year was the COVID-19 crisis. This affected our ability to deliver our services as usual. Some staff were furloughed and most of the remainder worked from home, adapting to different working environments, sometimes changing responsibilities/tasks, 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 we are now slowly reopening our premises in line with government guidelines and thorough risk assessment.

Prior to lockdown a key challenge was reaching our capacity at the Share building. We continue to look at longer term strategies to overcome this including repurposing spaces inside the building and considering other premises..

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. We are now exploring ways of working more collaboratively with others to develop a more rounded approach that maximises community assets. Thanks to funding from City Bridge Trust we have recruited a Job Coach who is helping students develop the skills needed to move towards voluntary and paid employment. This work has obviously slowed down during the lock-down, and the City Bridge Trust, along with other funders, has allowed us to use the grant flexibly, which means that the job coach has been supporting the meal delivery service. We're keen to get back on track as soon as we're able to, and we're reassured by the support of our funders.

## SHARE COMMUNITY LIMITED

### TRUSTEES' REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2020

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### STRATEGIC REPORT (continued)

#### Objectives and Activities (continued)

*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, had another excellent year. The project team organised 57 trips, (although was on target for 78 trips had COVID-19 not halted this), and supported 81 adults with learning disabilities and/or autism to "Go Anywhere" and "Do Anything". We welcomed 17 new members to the project and worked with 41 volunteers who organised 21% of trips themselves thanks to our Buddyship programme, giving more autonomy to volunteers. Since lockdown, *Go Anywhere, Do Anything* has operated in a reduced capacity. We have run weekly virtual trips via Zoom including watch parties, museum tours and virtual talent shows. The challenge for the coming year is to raise funding in order to fully reopen once social distancing is relaxed.

Our new initiative *My Community and Me*, continued to thrive with great success. Prior to the coronavirus lockdown we had increased the number of weekly sessions from two to three. This practical programme enables people to better access services and facilities by getting out and learning first-hand about using phones and apps and navigating public transport. Students learn about shopping and handling money, how to get help and access pharmacies and health services, as well as making friends. People make connections with local organisations allowing for greater inclusion and confidence. This also helps raise awareness and educate our communities about disability issues.

Our social enterprises remained stable, offering work experience to our students. Students at the garden are getting more practice in customer service and sales at a weekly pop-up shop and Share Catering continues to get excellent reviews and repeat customers.

#### Plans for the Future

In the coming year, our focus is to deliver our services in a new and meaningful way in the wake of COVID-19. This will involve us revisiting our strategy, and the means through which we aim to deliver our theory of change. We have commissioned an external consultant to review achievements, challenging, and learning gained through the lock-down and to give us information required to develop a business case for any restructuring we may decide is necessary to improve our organisational resilience. We remain committed to improving the social and economic outcomes of disabled people. We will continue to support students to achieve greater independence and improve wellbeing. Lockdown has prompted innovation as we explore different ways of doing things and develop new methods to help learning both at home and face-to-face. We have already seen some unexpected benefits, such as students acquiring more digital skills as they navigate virtual learning and thriving in activities like virtual cook-a-long sessions at home. We will continue to run our meals service as long as required and gradually open up our on-site catering and horticulture programmes further. It is likely that the "new normal" will look different and we are continually evaluating the situation and planning a gradual return to in-person delivery as restrictions ease.

We hope to raise funds to launch a befriending project to assist those people most in need of mental health support. Thanks to a Big Lottery grant we have also launched a project to bridge the gap between learning at Share and at home with a new Family Liaison role, helping us connect better with families and carers and reinforce life skills at home.

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

Work will continue on fundraising for all of our work, including *Go Anywhere, Do Anything* and we'll continue to develop the *My Community and Me* programme, engaging with organisations to support the integration of disabled people in the wider community. Our funders have been very supportive and completely understanding of the challenges we've faced during the pandemic. We will not be needing to return any grants or donations and we will be able to flex the timescales of projects that have been delayed

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.

## SHARE COMMUNITY LIMITED

### TRUSTEES' REPORT (continued)

#### FOR THE YEAR ENDED 31 MARCH 2020

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#### 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 £362,520 at 31/03/2020.

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 £370,000 to £420,000. 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 carried out in August 2019 and reviewed in April 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. We are exploring ways of mitigating this risk – for example, seeking additional premises; continuing to deliver some services online. Another risk to Share is the drop in income that we would expect to receive through events and social enterprise activities. 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're phasing 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. 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. Further risk assessing was carried out in April 2020 following the start 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 £1,255,569 in the year ended 31 March 2020, compared to £1,184,859 in 2019. This welcome change was largely the result of increased spot purchase numbers. The total expenditure was £1,151,712 in the year ended 31 March 2020, compared to £1,121,461 in 2018/19. The net result was therefore a surplus of £103,857 during 2019/20, compared to £63,398 in 2018/19.

The Charity held unrestricted funds of £1,182,540 at the year end, of which £820,020 is tied up in fixed assets (inclusive of the loan and mortgage secured against the building).

#### 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.

## SHARE COMMUNITY LIMITED

### TRUSTEES' REPORT (continued)

FOR THE YEAR ENDED 31 MARCH 2020

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#### 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 3<sup>rd</sup> August 2020 and signed on their behalf by:

  
Kate Heaps  
Chair

  
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 Limited for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 2020 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 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.

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

As explained more fully in the trustees' responsibilities statement set out on pages 9 & 10, 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.

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.

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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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

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**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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' Report have 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.

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.

**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.

  
.....  
Muraza Jessa (Senior Statutory Auditor)  
for and on behalf of Haysmacintyre LLP, Statutory Auditor

03 August 2020  
.....

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 2020**

		<b>Restricted 2020 £</b>	<b>Unrestricted 2020 £</b>	<b>Total 2020 £</b>	<b>Total 2019 £</b>
<b>INCOME FROM:</b>					
Donations and legacies	2	-	29,263	29,263	28,088
Other trading activities		-	43,534	43,534	55,639
Investments		-	1,422	1,422	110
<i>Charitable activities:</i>					
Independent Living Skills		119,579	690,201	809,780	766,002
Horticulture		44,962	326,608	371,570	335,021
<b>TOTAL INCOME</b>		<u>164,541</u>	<u>1,091,028</u>	<u>1,255,569</u>	<u>1,184,860</u>
<b>EXPENDITURE ON:</b>					
Raising funds		-	28,241	28,241	30,225
<i>Charitable activities</i>					
Independent Living Skills		135,606	647,862	783,468	758,117
Horticulture		28,935	311,068	340,003	333,119
<b>TOTAL EXPENDITURE</b>	3	<u>164,541</u>	<u>987,171</u>	<u>1,151,712</u>	<u>1,121,461</u>
<b>Net movement in funds</b>		-	103,857	103,857	63,399
Total funds brought forward	13	-	1,078,683	1,078,683	1,015,284
<b>TOTAL FUNDS CARRIED FORWARD</b>	13	<u>-</u>	<u>1,182,540</u>	<u>1,182,540</u>	<u>1,078,683</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 2019 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 2020

	Notes	2020		2019	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	7		<u>1,513,657</u>		<u>1,542,456</u>
<b>CURRENT ASSETS</b>					
Debtors	8	152,510		155,137	
Cash at bank and in hand		<u>357,966</u>		<u>316,864</u>	
<b>TOTAL CURRENT ASSETS</b>		510,476		472,001	
Creditors: amounts falling due within one year	9	<u>(205,130)</u>		<u>(241,993)</u>	
<b>NET CURRENT ASSETS</b>			<u>305,346</u>		<u>230,008</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			1,819,003		1,772,464
Creditors: amounts falling due after one year	10		<u>(636,463)</u>		<u>(693,782)</u>
<b>NET ASSETS</b>	12		<u>1,182,540</u>		<u>1,078,682</u>
<b>FUNDS OF THE CHARITY</b>					
Restricted income funds	13		-		-
<b>Unrestricted income funds</b>					
General funds			<u>1,182,540</u>		<u>1,078,682</u>
<b>TOTAL CHARITY FUNDS</b>			<u>1,182,540</u>		<u>1,078,682</u>

The financial statements were approved and authorised for issue by the board of the trustees on 5th August 2020 and were signed below on its behalf by:

  
 Kate Heaps  
 Chair

  
 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 2020

	Notes	2020 £	2019 £
Net cash provided by operating activities	A	129,221	66,828
<b>Cash flows from investing activities:</b>			
Interest from investments		1,422	110
Purchase of tangible fixed assets		(16,006)	(21,122)
<b>Net cash used in investing activities</b>		<b>(14,584)</b>	<b>(21,012)</b>
<b>Cash flows from financing activities:</b>			
Repayment of loans		(74,134)	(71,441)
<b>Net cash used in financing activities</b>		<b>(74,134)</b>	<b>(71,441)</b>
Change in cash and cash equivalents in the reporting period		40,503	(25,625)
<b>Cash and cash equivalents at the beginning of the year</b>		<b>316,864</b>	<b>342,489</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>357,367</b>	<b>316,864</b>

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

	2020 £	2019 £
Net movement in funds	103,858	63,399
Depreciation charges	44,805	47,241
Interest from investments	(1,422)	(110)
Decrease (increase) in debtors	2,628	(54,383)
(Decrease) increase in creditors	(20,648)	10,681
<b>Net cash provided by operating activities</b>	<b>129,221</b>	<b>66,828</b>

**B: Analysis of net debt**

	At 1 April 2019 £	Cash flow £	At 31 March 2020 £
Cash at bank and in hand	316,864	41,103	357,967
Overdraft facility payable on demand	-	(600)	(600)
	<b>316,864</b>	<b>40,503</b>	<b>357,367</b>
Loans falling due within one year	(73,987)	16,814	(57,173)
Loans falling due after one year	(693,782)	57,320	(636,462)
<b>Total</b>	<b>(450,905)</b>	<b>114,637</b>	<b>(336,271)</b>

**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 2019) - (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.

**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 2020**

**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 2020) 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**

	<b>Restricted £</b>	<b>Unrestricted £</b>	<b>2020 Total £</b>	<b>2019 Total £</b>
Donations, gifts and subscriptions	-	29,263	29,263	28,088

All donations income in 2019 was unrestricted.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2020

3. EXPENDITURE

	Raising Funds 2020 £	Independent Living 2020 £	Horticulture 2020 £	Support Costs 2020 £	Governance 2020 £	Total 2020 £
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
	24,595	686,254	298,175	104,115	38,573	1,151,712
Support costs	3,646	70,245	30,224	(104,115)	-	-
Governance costs	-	26,969	11,604	-	(38,573)	-
	28,241	783,468	340,003	-	-	1,151,712

Governance costs include audit fees of £12,840 and staff costs of £26,624 (2019: £12,000 and £25,960 respectively)

2019 comparatives

	Raising Funds 2019 £	Independent Living 2019 £	Horticulture 2019 £	Support Costs 2019 £	Governance 2019 £	Total 2019 £
Staff costs (note 5)	24,267	431,740	190,961	94,746	25,960	767,674
Direct cost	1,572	222,749	96,322	-	-	320,643
Other costs	-	-	-	20,495	12,649	33,144
	25,839	654,489	287,283	115,241	38,609	1,121,461
Support costs	4,387	76,859	33,995	(115,241)	-	-
Governance costs	-	26,769	11,840	-	(38,609)	-
	30,226	758,117	333,118	115,241	38,609	1,121,461

**SHARE COMMUNITY LIMITED**

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

**FOR THE YEAR ENDED 31 MARCH 2020**

<b>4. NET MOVEMENT IN FUNDS</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
This is stated after charging:		
Depreciation	44,805	47,241
Trustees' remuneration	-	-
Trustees' reimbursed expenses – 1 Trustee	189	704
Auditors' remuneration:-		
Audit (including VAT)	12,840	12,000
Interest on loans	14,683	15,157
	<u>          </u>	<u>          </u>
<b>5. STAFF COSTS AND NUMBERS</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Salaries and wages	737,332	682,360
Social security costs	51,522	56,342
Pension contributions	21,339	19,574
Agency and other staff costs	-	9,398
	<u>          </u>	<u>          </u>
	<u>810,193</u>	<u>767,674</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	14
Horticulture	5	4
Employability Training	1	2
Administration and support	11	11
Fundraising	1	1
	<u>          </u>	<u>          </u>
	<u>37</u>	<u>32</u>

Over half of employees are part-time. The total employee benefits of the key management personnel of the charity were £159,052 (2019: £158,689). The key management personnel of the charity were Chief Executive Officer, Deputy CEO & Head of Training and Head of Finance and Operations.

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 2020

7. TANGIBLE FIXED ASSETS

	Freehold land and building £	Property improvement £	Equipment £	Fixtures and Fittings £	Motor Vehicles £	Total £
<b>Cost</b>						
At 1 April 2019	1,500,000	697,144	159,824	15,428	44,677	2,417,073
Additions in year	-	-	16,004	-	-	16,004
At 31 March 2020	1,500,000	697,144	175,828	15,428	44,677	2,433,077
<b>Depreciation</b>						
As 1 April 2019	114,000	592,468	119,996	8,120	40,032	874,616
Charge for the year	9,500	7,712	22,761	3,034	1,798	44,805
At 31 March 2020	123,500	600,180	142,757	11,154	41,830	919,421
<b>Net Book Value</b>						
At 31 March 2020	1,376,500	96,964	33,071	4,274	2,847	1,513,656
At 31 March 2019	1,386,000	104,676	39,828	7,306	4,646	1,542,456

8. DEBTORS

	2020 £	2019 £
Trade debtors	121,782	113,354
Accrued income	13,371	25,474
Prepayments	12,638	9,518
Other debtors	4,719	6,787
	152,510	155,138

9. CREDITORS: amounts falling due within one year

	2020 £	2019 £
Pension	5,798	3,110
Trade creditors	1,604	11,999
Accruals	18,208	46,870
Loan payable within one year	57,174	73,987
Other creditors	16,900	13,143
Deferred income (see below)	105,446	92,883
	205,130	241,992

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 2020**

<b>10. CREDITORS: amounts falling due after one year</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Bank loan and mortgage payable:		
Between 1 – 2 years	49,823	57,176
Between 2 – 5 years	155,275	151,613
Greater than 5 years	431,365	484,993
	<u>636,463</u>	<u>693,782</u>

The company took a loan of £276,607 on 30/10/2007 for the deposit on the purchase of the building. This is being repaid over 20 years. 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 (2019: £nil) future payments in respect of operating leases.

**12. NET ASSETS BETWEEN FUNDS**

	<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>

	<b>Restricted Funds 2019 £</b>	<b>General Funds 2019 £</b>	<b>Total 2019 £</b>
Tangible fixed assets	5,000	1,537,456	1,542,456
Current assets	(5,000)	477,001	472,001
Current liabilities	-	(241,992)	(241,992)
Long term liabilities	-	(693,782)	(693,782)
<b>Net assets at the end of the year</b>	<u>-</u>	<u>1,078,683</u>	<u>1,078,683</u>

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

Full comparatives for the year to 31 March 2019 can be found in note 16.

#### 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

**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

**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

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2020

14. RELATED PARTY TRANSACTIONS

Total donation income from the trustees and related parties in the year was £600 (2019: £112).

15. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

		Restricted 2019 £	Unrestricted 2019 £	Total 2019 £
<b>INCOME FROM:</b>				
<i>Donations and legacies</i>	2	-	28,088	28,088
<i>Other trading activities</i>		-	55,639	55,639
<i>Investments</i>		-	110	110
<i>Charitable activities:</i>				
<i>Independent Living Skills</i>		130,566	635,436	766,002
<i>Horticulture</i>		36,260	298,761	335,021
<b>TOTAL INCOME</b>		<u>166,826</u>	<u>1,018,034</u>	<u>1,184,860</u>
<b>EXPENDITURE ON:</b>				
<i>Raising funds</i>		-	30,225	30,225
<i>Charitable activities</i>				
<i>Independent Living Skills</i>		113,675	644,442	758,117
<i>Horticulture</i>		44,493	288,626	333,119
<b>TOTAL EXPENDITURE</b>	3	<u>158,168</u>	<u>963,293</u>	<u>1,121,461</u>
<i>Net movement in funds</i>		8,658	54,741	63,399
<i>Net transfers between funds</i>		(8,658)	8,658	-
<i>Net movement after transfers</i>		-	63,399	63,399
<i>Total funds brought forward</i>	13	-	<u>1,015,284</u>	<u>1,015,284</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	13	<u>-</u>	<u>1,078,683</u>	<u>1,078,683</u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2020

16. COMPARATIVE MOVEMENTS IN FUNDS FOR THE YEAR ENDED 31 MARCH 2019

	<i>At the start of the year</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>At end of year</i> £
<b>Restricted funds:</b>				
<i>Mercers' Company</i>	-	15,000	(15,000)	-
<i>Ian Karten Trust</i>	-	16,893	(16,893)	-
<i>Garfield Weston</i>	-	4,166	(4,166)	-
<i>Wimbledon Foundation</i>	-	26,627	(26,627)	-
<i>Battersea Power Station</i>	-	25,000	(25,000)	-
<i>Awards for All</i>	-	1,622	(1,622)	-
<i>Henry Smith Charity</i>	-	30,000	(30,000)	-
<i>T &amp; S Williams</i>	-	10,000	(10,000)	-
<i>R&amp;H Trust</i>	-	37,518	(37,518)	-
<b>Total restricted funds</b>	<u>-</u>	<u>166,826</u>	<u>(166,826)</u>	<u>-</u>
<b>General funds</b>	<u>1,015,284</u>	<u>1,018,034</u>	<u>(954,635)</u>	<u>1,078,683</u>
<b>Total funds</b>	<u><u>1,015,284</u></u>	<u><u>1,184,860</u></u>	<u><u>(1,121,461)</u></u>	<u><u>1,078,683</u></u>