

SHARE COMMUNITY LIMITED
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Company Number: 01081030
Charity Number: 264894

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

CONTENTS	Page
Reference and administrative details	1
Trustees' report	2 – 13
Independent Auditors' report	14 – 16
Statement of Financial Activities	17
Balance sheet	18
Statement of Cash Flows	19
Notes to the Financial Statements	20 – 30

SHARE COMMUNITY LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 MARCH 2023

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)	Kate Heaps Jayshree Davé Christopher Jeffery Simon Allocca Lisa Androulidakis Michael Barnett David Fox Natasha French Kirsty Humby Srishti Mahhajan Karen McKay Steven Pettengell Katie Thomas Klementyna Zastawniak	<i>Chair</i> <i>Vice Chair</i> <i>Treasurer</i> <i>Appointed 07/02/2023</i> <i>Resigned 02/08/2022</i> <i>Resigned 06/09/2022</i> <i>Appointed 07/02/2023</i> <i>Resigned 11/09/2022</i> <i>Resigned 06/12/2022</i> <i>Appointed 07/02/2023</i>
Patrons	Lord Alf Dubs Patricia Hodge OBE Geraldine James OBE	
Company Secretary	Annie McDowall (Resigned on 09/05/2022) Abi Carter (Appointed on 09/05/2022)	
Chief Executive	Annie McDowall (Resigned on 09/05/2022) 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 2023

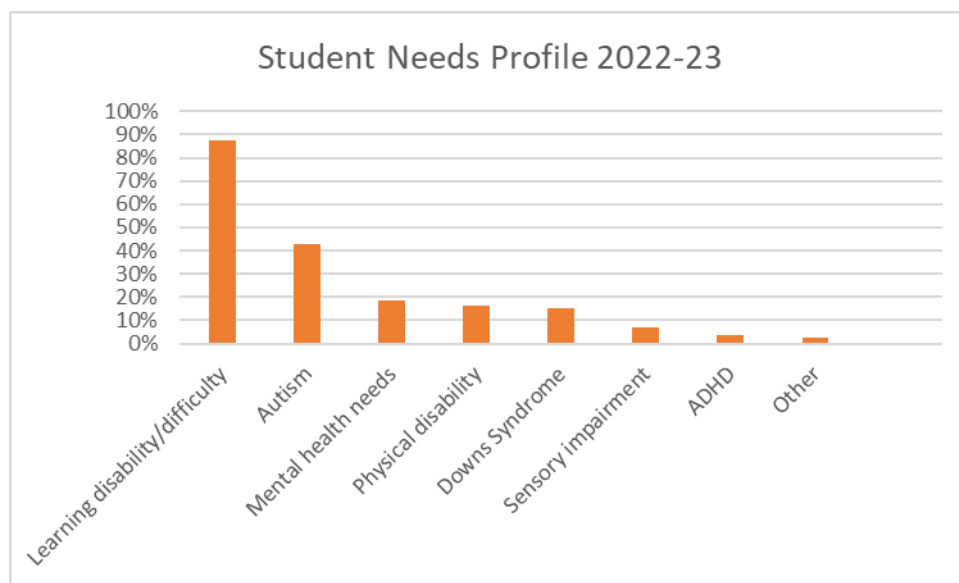
The trustees present their report and the audited financial statements for the year ended 31 March 2023.

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 (Second Edition).

STRATEGIC REPORT

In the 2022-23 financial year, Share worked with 164 disabled adults across three South London sites: Altenburg Gardens in Battersea, We are 336 in Brixton, and the Share Garden in Tooting:

- 62% were male and 38% were female;
- 34% were 20-30 years old, and the next largest cohort were 30–40-year-olds, who constituted 26% of our students. The youngest student was 20 and the oldest was 72;
- Although the largest single demographic with regards to ethnicity was White British (36%), most of our students (58%) come from minoritised ethnic backgrounds e.g. Black British Caribbean (21%) and Black British African (19%);
- 70% lived in the 50% most deprived areas of England and Wales.



Our Objectives: Share Strategy 2023-2026

In November 2022, Share finalised a new, three-year strategy, defining our objectives from 2023 to the end of the 2025-26 financial year. The strategy was compiled in consultation with students and their carers, staff, volunteers and trustees, donors and supporters, and key external stakeholders such as the London Boroughs of Wandsworth and Lambeth.

In it, we laid out a vision of a world where disabled adults are genuinely valued and included, can make choices and have the freedom to achieve their ambitions. We agreed that our mission i.e. the role we can play in creating this world, is to provide a safe, empowering and progressive experience where disabled adults can develop their skills, wellbeing and purpose to enable them to live more independent, happier and healthier lives.

In order to achieve our mission, we set out to provide a range of services at our sites and in our local communities aimed at:

- Improving physical and mental health and wellbeing;
- Developing independent living skills;
- Ensuring our students have the confidence and opportunities to participate in their communities; and
- Supporting our students into voluntary and paid work through their own skills development, and by educating and influencing wider society about the benefits of employing adults with learning disabilities and autism.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

We identified the following foundations to being necessary to have in place to enable successful delivery:

1. The retention and recruitment of a fulfilled, high-performing team of staff and volunteers with diverse skills, backgrounds and lived experiences;
2. The development and use of robust back-office systems and processes to ensure front-line delivery can be undertaken efficiently and effectively;
3. Diversified and strengthened income streams so we're in the position to make choices about how we invest in our services and our people in the future;
4. A culture where everyone behaves in accordance with our values, where decision-making processes are transparent and where everyone is encouraged to have autonomy and is accountable for their actions.

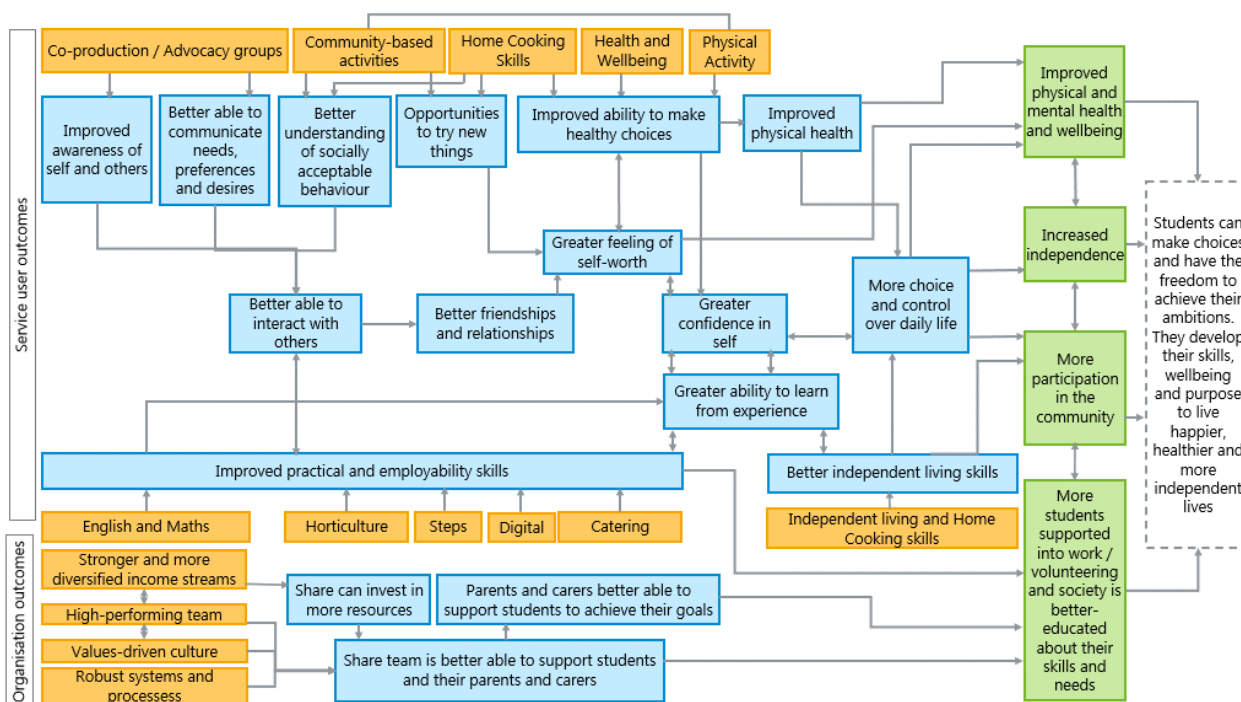
The values agreed upon – which we ask everyone with whom we work (trustees, staff, students, carers, volunteers etc.) to demonstrate – were to:

- Be **respectful** to each other at all times – all of us will aim to treat each other as we'd wish to be treated ourselves, and always be mindful of the fact all our students are adults and should be treated as such;
- Be **inclusive** – we will celebrate the diversity of cultures, abilities and personalities at Share, and we will ensure that the time and care is taken to understand and cater for individuals' needs and preferences;
- Be **supportive** of each other – we will help each other out, give people the tools they need to succeed, and empower people to make choices;
- Be **kind** – we will look out for and after each other, and we'll put our students' and employee's wellbeing at the forefront of our delivery;
- Act with **integrity** – when we say we're going to do something, we'll do it, and we'll have high ethical and professional standards and take responsibility for our actions;
- Be **ambitious** – for what our students can achieve, for the development of our staff and for the changes we aim to make in society.

Finally, we identified seven strategic objectives which we want to have achieved by early 2026 if we are to deliver our strategy:

- To have diversified and grown our income streams so we are more financially independent and resilient;
- Every student to have a clear sense of how they can progress through, and also out of, Share;
- To deliver high-quality services that make a positive impact, and to effectively demonstrate that impact internally and externally;
- To develop local partnerships and networks which will help us deliver more / better services, maximise funding opportunities, and more effectively educate the outside world about our students' skills, needs and preferences;
- To have a diverse, settled and well-resourced team of staff and volunteers who are fulfilled in their work, and developed, supported and challenged to be the best they can be;
- To have back-office systems, hardware and processes that match the quality of our front-line services;
- To make the most of our physical environment – for the benefit of our students, our staff and our neighbours.

We created a new Theory of Change, illustrating how all our training programmes and activities feed into our four goals and mission:



In 2022-23 we started making strides to achieving our objectives. We secured grants from the new SW London Integrated Care Board for our wellbeing work with our students – thereby beginning to diversify our income streams and develop more local partnerships – and we diversified our interview panels and set up Staff Wellbeing and Equity, Diversity and Inclusion Working Parties to take steps toward a more diverse and supported staff team.

Our Activities:

Coming out of Covid-19

Share continued its work with local GPs at the Battersea Rise Group Practice to deliver booster vaccines to students, their families and carers and staff in October 2022. We maintained regular regular testing for staff in line with government advice, ceasing in March 2022, again in line with government guidance, when we advised staff to test only if symptomatic and treat Covid like other illnesses i.e. not to come to work if feeling ill.

The use of Zoom / Teams did prove a lifeline for many during Covid because it allowed people to stay in touch and speak to those they would otherwise not have been in contact with. Each day at Share begins with an hour-long pastoral session in which students understand the plans and schedule for the day and have the chance to talk about their feelings and share news. In 2021 and 2022 we ran those pastoral sessions over Zoom so students at different sites could check in with each other. However, in 2023 we reverted to each class running their own pastoral session, to make it a calmer and less overwhelming start to the day for those students who prefer smaller groups. However, we did start running our parents and carers’ forums as hybrid meetings, which allowed more people to attend and contribute.

Our programmes

Catering courses:

32 students worked with our Chef Trainer and Assistant Chef in our commercial kitchen at Altenburg Gardens on developing skills needed to produce 40-50 meals a day for their fellow students and staff in our canteen. Our catering course aims to provide students with foundational catering, hygiene and customer service skills necessary to work in a kitchen, and this year, one student completed their Food Safety for Catering at Level 1 Award. Their peers worked, as all our students do, on a range of “I can” objectives (e.g. “I can use knives safely”, “I can work as part of a team”) they had identified at the start of each six-month term.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

In our domestic kitchen in Brixton, our Home Cooking Course went from strength to strength as more students expressed an interest in being able to cook meals for themselves and their families/friends at home, as opposed to in a professional setting. Our Home Cooking Skills Tutor and Support Worker encourage students to bring in recipes they've enjoyed at home, seen online or read about, and they have celebrated a variety of cultures and heritages through cooking food on national days. The 32 students who have participated in Home Cooking Skills have also learnt about how to make food go further as the cost of living increases, and to make healthy swaps e.g. using more pulses and vegetables than meat. Consequently, it has proven to be a good vehicle for introducing students to tastes and textures they may not have previously experienced.

In the Summer of 2022, we began discussing the potential of a partnership – and the opening of a fourth site for Share – with the Black Prince Trust (BPT). The BPT Community Hub in Vauxhall comprises a community café alongside a range of sporting facilities, and LB Lambeth have supported the use of that café space for charitable purposes in the form of a grant to fully kit out a new kitchen. The BPT already work with local residents to provide them with surplus fresh food from the Felix Project, so we conceived a new programme whereby our students would use their catering skills to turn fresh food into healthy, microwavable meals which would be distributed free of charge to local people in need. After consultation with our Chef Trainer with regards to the kitchen specification, new equipment was installed in 2023, for a project due to begin in the 2023/24 financial year.

Horticulture:

The horticulture project, based at our Share Garden on the site of Springfield Hospital remains our most popular course. Our garden team worked with 61 students in the garden, the greenhouse and the polytunnels growing and harvesting plants, vegetables and herbs and selling the fruits of their labours to the public, as well as transferring the vegetables to Altenburg Gardens to be used there. They also made and sold Christmas wreaths and tree decorations for the Christmas fairs we held at our sites in November.

Digital and Financial Literacy, and Maths and English:

Whether people want to try to get into work or volunteering, or just want to have more control over their own lives and use modern technology, we have a range of courses aimed at developing the foundational skills and understanding to help them achieve their goals. Our Maths and English course aims to support students to read, count, measure etc. in real life situations such as understanding signage, shopping, and cooking. It also helps them understand social norms e.g. how to make and develop conversations with new people – skills that they will require as they broaden their networks and become more independent. In total, 20 students participated in Maths and English in 2022-23.

In our accredited courses, nine students completed the Reading unit and four achieved the Reading and Writing units for English Entry Level 1. Eight students achieved the Reading unit and Speaking & Listening unit, and four completed the Writing unit in English Entry Level 2.

As more transactions and interactions take place online rather than in person, our Digital Skills courses supported 28 students to understand about online safety, online transactions / banking, and the recreational use of the internet and digital resources e.g. social media, YouTube.

Steps into Employment:

Many of our courses contain elements that will help people access the world of work, whether it is technical skills learnt in catering or horticulture, understanding how to negotiate London safely via our community-based services, or developing conversational skills in Maths and English. Our Steps course, which 15 students accessed during the year, builds on these competencies. It introduces students to different job roles and workplaces (going to Selhurst Park to practise serving drinks from Crystal Palace FC's bars was a highlight) and gives them an understanding of what a job entails e.g. being on time, being part of a team, presenting yourself in an appropriate way.

Community-based programmes:

Over the past year, 67 of our students were supported to "Go Anywhere, Do Anything" (GADA) during evenings and weekends. This programme enables students to access entertainment and social events across London and beyond, taking in clubbing, musicals and sports events. The 39 trips and the "GADA hangouts" which ran from our Altenburg Gardens site, were facilitated by 39 volunteers and 12 staff, who, between them acted as "social" buddies on 160 occasions. In all, 11 new members joined GADA.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Over and above the GADA trips, several members participated in our new initiative, *I Choose My Friends*, the eventual aim of which is to nurture friendships outside of Share without our facilitation. Initially, volunteers support members to meet up outside of Share, and then, with the support of their network, will look to get members to the stage where they meet totally independently.

Our befriending programme also builds friendships outside of our sites, and this year we were able to support eight members with a matched befriender. One of our major challenges this year was having the staff capacity and volunteer numbers to make good matches – befriending requires a volunteer committing to regular meet ups over a period of many months, rather than being able to facilitate ad hoc trips. Notwithstanding the challenges of recruitment, our volunteer benders contributed 388 hours of befriending throughout the year, providing their bendees with valuable support.

Within Share's core hours, our community-based programmes "My Community and Me" and "Get Out and About" involved 42 students contributing their ideas for trips, planning them, and going out around London. Aside from bringing new experiences to students, enabling them to explore their interests and heritage through cultural events and exhibitions, and improving the visibility of disabled adults out in public, they also build transferable skills such as using public transport and apps to navigate around London. One of the most popular projects were Friday football sessions run by the Chelsea FC Foundation where the enjoyment and skills development was palpable week on week. When the sessions finished in the autumn, students set up their own Friday kickabout on Clapham Common, which is a few minutes' walk from Altenburg Gardens.

Developing Independence and Making Choices:

Our Independent Living Skills course included 36 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 and cooking, and household management. Our "My Life, My Way" tutor worked with many of our mature students, who grew up during eras when people with learning disabilities suffered from even more stigma and restrictions than they do now. The 19 students focused on how they wish to live, what they want to do, and who they would like to do it with. They developed the practical skills needed to build networks, pursue friendships, and find out what's happening in their community so they can participate.

In February, we carried out a student survey and, for the first time, asked them questions to understand how well our clubs / sessions promoting advocacy were working. Three-quarters of our students attend clubs or groups that promote students making choices and decisions about what they do, and having their voices more effectively heard. They include "Spectrum" which encourages students to share thoughts on their disabilities and educate others about them e.g. they created videos on how to deal with triggering situations, and their communication preferences.

Nearly 80% of respondents to the survey said Share helps them to "say what they think about things", and 83% said Share helped them "make choices for themselves". However, in both cases, around one-sixth of students weren't sure about how to answer. Therefore, looking at what we can do to help students understand their rights and how to make their voices heard will be an area of focus in future.

Health, Wellbeing and Creative Expression:

All our activities aim to improve our students' mental health and wellbeing in some form – whether that's through introducing techniques like meditation to control difficult emotions, or providing social opportunities which help strengthen friendships and introduce them to new experiences.

We have embraced a more holistic view on Health and Wellbeing this year, introducing mindfulness, more physical activity across all our sites (in the form of movement and dance as well more traditional sports) and more access to urban nature. We partnered with Disability Sports Coach and Movement Works to provide specialist physical activity sessions, we continued to support students to make sensible choices about diet and portion control throughout our catering classes and at lunchtimes, and we worked with students to develop different methods of identifying and managing triggers that can cause them stress.

For many students, the creative expression that comes through producing art and music hugely promotes their wellbeing. Our music group have been exploring an eclectic range of musical genres, and performed for their fellow students and their carers, staff and guests at the Share Awards in November 2022. Our student artists continued to produce a range of paintings, animations, textile-works and digital art – and their talents were on show at our Awards and Christmas Fairs.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

We were thrilled to take part in a millinery fashion show and exhibition at the Royal Academy of Dance, part of the 2022 Wandsworth Arts Fringe. Our students designed bespoke headwear in a series of joint workshops with students from the Royal College of Art's MA Fashion programme, and the project culminated in a fashion show where students modelled their hat designs. The project, called Fashion + Joy = Share + RCA, sought to make art and fashion accessible to everyone.

In all, 26 students participated in Health and Wellbeing, 39 in music and 40 in art.

Organisational Development

Staff working parties

Share is proud to put our students' interests and wellbeing at the forefront of our delivery, but with the arrival of a new CEO from outside the sector, we resolved to invest more in our employees' wellbeing – not only would that promote recruitment and retention, but it would also indirectly benefit the students. We also knew that we needed more overt focus on equity, diversity and inclusion (ED&I), and so in the autumn 2022 established a staff working party focusing on staff wellbeing and ED&I.

The working party set out to understand current employees' thoughts on those issues through a wide-ranging survey, research good practice, and make recommendations to the Senior Management Team (SMT). It soon became clear that staff wellbeing and ED&I warranted separate working groups due to the scope and complexity of the issues.

Thanks to the Staff Wellbeing Working Party, we implemented several measures including giving staff their birthdays off and providing quiet spaces for them at our sites to relax away from front-line delivery. Similarly, the EDI Working Party have ensured we now interview with diverse panels, send some questions in advance to aid neurodiverse candidates, and have embedded more opportunities to celebrate and promote our students' rich range of cultures within our delivery. We also involve students in our recruitment process, ensuring they have the opportunity to work with / ask questions of candidates, and can feedback their views afterward.

Student Wellbeing

Our dedicated Wellbeing team work with all staff to cascade good practice around safeguarding and promoting positive behaviour, and are trained to support our students during particularly challenging or stressful episodes. Sometimes they have to advocate on a student's behalf to their carers or social services, but they try to focus on developing students' ability to advocate for themselves.

Our Wellbeing Manager co-ordinated our successful reaccreditation by the National Autistic Society as a specialist provider of services for people with Autism. We strive to ensure our sites are orderly, welcoming, and facilitate students being able to understand and access all the activities available to them on any given day. There are also quiet spaces with contain a range of sensory aids, and students are encouraged to use those spaces as and when they need to.

Volunteering

This year, volunteering at Share has further grown and developed. While the voluntary sector is, in general, experiencing a decline in volunteer engagement, we were able to increase our volunteer base at Share from 63 to 79.

We recruited five new volunteers for the Garden site, meaning that there is now at least one volunteer on site every day – providing valuable support to our Horticulture team and students. We have also introduced more flexible 'half-day' opportunities for classroom-based volunteering, allowing volunteers who aren't able to commit to a full day to offer their support.

Our Volunteer and Community Services Manager took on additional responsibilities, managing We are 336 and establishing the Black Prince Trust project, so she assumed a new title of Community and Satellite Services Manager, whilst also retaining oversight of volunteering projects. Alongside this change we also recruited a Volunteer Coordinator, who took on responsibilities in recruiting and managing classroom and community-based volunteers, alongside preparing Share for the Investing in Volunteers Award assessment – which we achieved in February 2023.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Share was assessed across the six Investing in Volunteers quality areas:

1. Vision for volunteering
2. Planning for volunteers
3. Volunteer inclusion
4. Recruiting and welcoming volunteers
5. Supporting volunteers
6. Valuing and developing volunteers

Share met all standards within the six quality areas, with particular strengths identified in the way we recruit and welcome volunteers, and the way we value and develop volunteers. As part of maintaining the award, we will be creating a Continuous Development Plan with a particular focus on how we support existing volunteers

Amongst our volunteers, 36 support Go Anywhere, Do Anything, and we have 26 befrienders. Alongside Horticulture, most of our other programmes benefit from the input from at least one volunteer. All new volunteers undergo a DBS check and participate in our bespoke training. This year we also delivered specific training in Makaton, Managing Behaviour, Mental Health First Aid and Safeguarding.

This year volunteers donated c. 1,560 hours of their time to us.

In 2022 we wanted to broaden our volunteering offer to corporate groups, to react to an increased interest in corporate giving days since the lifting of pandemic restrictions. In 2022-23 we ran five corporate volunteer days: three with Brand Brewery and two with Virgin Media O2. We've welcomed 13 volunteers from Brand Brewery who donated 78 hours over three days, supporting Share Students both in the Garden and at Clapham Junction. We've also welcomed 15 volunteers from VMO2, who donated 60 hours over two separate days supporting Share Students in Home Cooking Skills.

Achievements and Performance

Student progression

The Outcomes Star is a mechanism we use for recording students' progression, challenges, and aspirations across nine different areas. Students are scored between 1-2 (It's not working) to 9-10 (Choice and self-reliance). It is compiled by our Wellbeing Team in conjunction with students, their tutors and their network of support outside of Share in order to create a holistic picture of their progress. Every student who attends Share for at least two days a week is offered the opportunity to complete a Star. It enables students to see and track their progress towards independence, which can increase motivation and willingness to learn.

In 2022-23, 92 students completed a Star. Compared to 2021-22 (and considering only the students who completed Stars in both years), there was a significant increase in average scores in three areas – work readiness by 0.8; and practical skills and learning skills both increased by 0.3. A further four areas increased by 0.1 – wellbeing, friends & relationships, living skills and social responsibility. Two areas saw a decrease of 0.1 in average scores – physical health and social & communication skills. The development of our health and wellbeing project to become more social and physical as well as the addition of sports sessions should see the scores in these areas increase moving forward.

Share students scored an average of 7 in the practical skills area which is in the "learning for yourself" areas of scores. They scored an average of 6, which is within the stable region, in all other areas except work readiness, where they averaged 4.4, which is still within the accepting support range. Although work readiness scores are lower than other areas – which has always been the case since the Star was introduced – 2022-23 was the second year in a row we have seen an increase in work readiness scores. If Share continues to work with other professionals in the form of signposting and collaborative working, we should continue to see a steady increase in work readiness scores moving forward with more students making changes/informed decisions.

It is also worth noting that usually the changes in the overall average scores are down to some students making big changes, rather than the majority making small or moderate changes. However, this year we saw many students across the board making small changes to move up in one or more areas.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Case study: Andre

Over the past year Andre has progressed in many areas of the Outcomes Star: these include communication & social skills, friendships & relationships and wellbeing.

Andre had a difficult time settling into Share and often found himself in arguments with other students. Over the past year we have worked with Andre on turn-taking and managing his emotions. Andre has also worked very hard on his waiting, which has meant that he is much more patient and other students are more likely to want to spend time with him.

Andre now has four students that he considers friends, and is making more positive relationships playing football. He is very helpful around Share and is often the first student to get help if someone else is upset.

Challenges

Recruitment – and retention – of staff continued to present significant challenges. Covid-19 took an emotional toll on many within adult social care. This, plus the fact that most staff are required to work at our sites, and the work they do has become more intensive because students have increasingly complex needs, means that many people are either leaving the sector or not joining it in the first place. Moreover, and in keeping with similar organisations in the sector locally, we have struggled to recruit enough staff, volunteers and trustees from a diverse range of backgrounds i.e. to reflect our student body.

Covid-related funding from trusts and foundations and statutory sources began to dry up, to be replaced with cost-of-living related funding. Moreover, both donors and volunteers are finding their ability to support charities hampered by the return to in-person work and the increased cost of living, so the fundraising environment is tough.

We continue to find moving students towards employment challenging, as there are numerous barriers to overcome. Re-establishing our accredited qualifications has taken more time than anticipated, partly because of not having enough staff qualified to conduct assessments, and partly because of the number of students coming into Share with more complex needs.

Fundraising approach and performance

In April 2022, Share employed a Senior Community and Events Fundraiser to begin to lay the foundations to strengthen our support amongst local people and businesses. Our long-standing freelance trusts and foundations fundraiser finished her work with us to pursue full-time work, so we engaged a specialist fundraising agency, Vantage, who work with small and medium-sized charities.

We had a reasonably successful year in terms of fundraising, raising unrestricted donations of £27,996 and restricted funding towards our charitable activities of £267,925. Fundraising was undertaken by the Chief Executive, the Senior Community and Events Fundraiser, the Community and Satellite Sites Manager and Vantage. Most of our fundraising income came from trusts and foundations, but we also have a small number of individuals who donate to Share.

Our main areas of success were around supporting our students' wellbeing, embedding digital throughout our services, helping our students get more active, and delivering cookery skills to support our students through the cost-of-living crisis. The main areas of challenge lay in attracting financial support for our social integration activities i.e. befriending and *Go Anywhere, Do Anything*. These projects are so important for developing our students' confidence and ability to form healthy relationships, and it's imperative we can continue to provide them.

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.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Plans for the Future

Our strategy sets out what we're aiming to achieve in the 2023-24 financial year, and the two years beyond.

In the short term, successfully establishing a new project at the Black Prince Trust Community Hub and securing our place on LB Wandsworth's new framework of providers of life skills and wellbeing opportunities services are our priorities. They should enable us to increase our reach, deliver services that can be a bridge for our students between Share and paid work, and improve the surety of our income from one of our key local authorities.

In the medium term, improving our offering at the Share Garden, via a new, fully-accessible building is hugely important. In 2023-24 we will need to take steps towards that goal by working with the property developer, City & Country, to obtain planning permission for the new building, agree on the size and nature of our new garden, and move out of our current building to facilitate the development. Like the Black Prince Trust site, we envisage our future garden as a place where our students can integrate with members of the local community. We also believe there is scope to broaden the activities delivered at the garden, incorporating programmes such as catering and crafts to support our students to further improve their health and wellbeing.

Within all our programmes, across the board, we will focus on embedding digital literacy and mental and physical health and wellbeing – we know that both our students and their carers see these areas as crucial. Providing fora in which our students can make their voices heard, and doing all we can to encourage them to make choices – even if they're choices we don't agree with, because that's their right as an adult – will underpin our work. And delivering more parents' and carers' fora and events in order to support them to reinforce our approach at home e.g. give them the necessary confidence to have students cooking at home, or using their own bank cards, should also help both parties.

Our strategy sets out the choices we want to make as an organisation, and funding – particularly unrestricted funding – will be a key enabler. Therefore, developing a coherent fundraising strategy, focusing on how we will attract support from more individuals and corporates, will be a priority for 2023-24. Continuing to improve the diversity of our staff, volunteers and trustees, and ensuring Share is an equitable organisation where everyone feels heard and included, is key to us providing the best service and being the best employer we can be, and we have invested in our impact function with the aim of being able to make more data-driven decisions.

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 confirms that, during the year, they have acted in a way that they consider, in good faith, would be most likely to promote the success of Share to achieve its charitable purpose. 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, in 2012 and again in 2022. 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 14 trustees, who are also directors of the company – three trustees were appointed, and four trustees resigned during the year. When recruiting new trustees, the board and CEO assess the range of skills and lived experience 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. 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 45, 67% are female and 11% of our trustees are from a minoritised ethnic background.

All three sub-committees had new chairs this year, due to the existing chairs' terms ending or resignations: Chris Jeffery took over from Michael Barnett (resignation) as Treasurer and Chair of the Finance and Operations Committee; Katie Thomas took over from Karen McKay (who had served both her terms) as Chair of the HR and Safety Committee and the Board's Safeguarding Lead; Jayshree Davé took over from Natasha French (resignation) as the Chair of the Quality and Impact

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

Committee.

The board of trustees meets bi-monthly in person, and sub-committee meetings are held online. The Finance and Operations committee meet bi-monthly, two weeks in advance of the Board, and delivers the financial scrutiny and oversight that supports the Board. 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 frequency of both the HR and Safety and the Quality and Impact committees changed from every four to every three months during the year. The HR and Safety committee 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 monitors progress against Share's aims and objectives, and looks at the quality of service being provided to our students. Each trustee attends at least one of these committees, and the Chair and Vice Chair attend them all.

The board appraises itself and the Chair meets with each Trustee one to one at least once a year. The Chair has biennial 360° appraisal facilitated by the Chair of the HR and Safety Committee and the Deputy Chair, and she meets with the CEO on a fortnightly basis and the CEO reports to her on six-monthly objectives. All the committees have Terms of Reference, and all delegated matters are included in a scheme of delegation approved by the board. The CEO reports directly to the board.

In September 2022 the Board and SMT had an away day which contributed to the overall Share strategy, and with the approval of that strategy the CEO and SMT then implement it through departmental operational plans. Significant financial decisions are referred to the board, and Trustees are notified of any issues of concern, including safeguarding issues and serious incidents.

New trustees receive a thorough induction including receiving information about Share, its governance and strategic documents and the roles and responsibilities of a trustee. They also receive the latest guidance for trustees from the Charities Commission. During their induction, they visit Share to learn more about our organisation, our staff and students, and benefit from buddying with an existing trustee.

Communication is carried out via Microsoft Teams and email, and all trustees have Share email accounts through which they conduct Share business. The CEO also sends updates on Share activities and developments between board meetings, for which the board receive more detailed reports. 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 chairs of the Board and the HR and Safety committee worked with the Chief Finance and Operating Officer to conduct health and safety audits across our three sites, which included reviewing the relevant policies and procedures.

At the end of the year under review, there were there were 48 permanent members of staff, supplemented by a "bank" of nine casual staff who provide our students and staff with highly-skilled additional support. The SMT included the Chief Executive, Chief Finance and Operating Officer, Head of Training and Digital Integration, and Head of Outreach and Wellbeing. The Management Group included SMT, plus the managers of our Garden, Community Services and Satellite Sites, and Independent Living Skills work, and our HR, Marketing and Comms, and Wellbeing Managers.

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 live happier, healthier and more independent lives. Some Share students work towards nationally recognised qualifications to give them better employment and development opportunities. Some do not aim for formal qualifications, instead building 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 certain 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.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

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 any inflationary-related increases that have been recommended to Finance and Operations committee for the rest of the team, as well as being 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.

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 £479,548 at 31/03/2023 (£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 £475,000 to £525,000. This represents around 25% 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 March 2023, with an updated risk register being presented to the Finance and Operations committee, and then to the board for approval in April. We have assessed identified risks based on high, medium, and low impact and probability. Mitigating actions have been identified to all risks, and, 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 risks to Share as:

- Insufficient income from local authorities due to: funding constraints impacting on the efficacy of the process of referring students to us; potentially losing work from LB Wandsworth if we were not to be accepted onto a new procurement framework; income from councils not adequately mirroring our increasing costs;
- Failure to fundraise sufficient income to supplement the shortfall in statutory funding;
- A new garden building and site being inadequate for our needs or a delay in receiving planning permission which would result in disruption to our services from other, ongoing construction.

Mitigations to the above risks include:

- Working with local authorities to secure funding that reflects the increased cost of provision;
- Submitting the best possible bid to secure a place on Wandsworth's new procurement framework;
- Diversifying our income streams to be not so reliant on local authority funding
- Investing in fundraising and student enrolment resource
- Strengthening relationships with council planners and the property developer, City & Country, so our needs are understood, and increasing the resilience of our systems so they can better withstand disruption.

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

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Recruitment of students is key to achieving income targets, and this is kept under scrutiny by senior managers and trustees through weekly SMT meetings, bi-monthly Finance and Operations Committee meetings and meetings of the full board of trustees.

Other risks identified included serious harm to staff or students, and we introduced bespoke training for all staff at the end of 2022 to give everyone a consistent understanding of safeguarding and behaviour management, and managers undertook Level 3 Safeguarding Training. We also considered that not adequately demonstrating the impact of our services as a risk, and recruited a new Head of Student Wellbeing and Impact in early 2023 who has a remit to develop a new impact monitoring framework.

FINANCIAL REVIEW

The Charity's income was £1,613,228 in the year ended 31 March 2023, compared to £1,370,884 in 2022. The total expenditure was £1,591,587 in the year ended 31 March 2023, compared to £1,282,596 in 2022. The net result was therefore a surplus of £21,641 during 2022/23 of which the unrestricted surplus was £11,393 and £10,248 was restricted surplus compared to surplus of £88,288 in 2021/22 of which £88,356 unrestricted surplus and £68 was a restricted deficit.

The Charity held unrestricted funds of £1,427,784 at the year end, of which £948,237 is tied up in fixed assets (inclusive of the loan and mortgage secured against the building).

SHARE COMMUNITY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

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 on 31 March 2023 was £10 (2022: £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 October 2023.

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 6 October 2023 and signed on their behalf by:



.....
Kate Heaps
Chair



.....
Chris Jeffery
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 2023 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 of 31 March 2023 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.

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

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: 20 October 2023

SHARE COMMUNITY LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2023

		Restricted 2023 £	Unrestricted 2023 £	Total 2023 £	Total 2022 £
INCOME FROM:					
Donations and legacies	2	-	27,996	27,996	26,563
Other trading activities		-	23,451	23,451	20,172
Investments		-	1,169	1,169	98
<i>Charitable activities:</i>					
Independent Living Skills		195,585	943,661	1,139,246	900,355
Horticulture		72,340	349,025	421,365	423,696
TOTAL INCOME		<u>267,925</u>	<u>1,345,303</u>	<u>1,613,228</u>	<u>1,370,884</u>
EXPENDITURE ON:					
Raising funds		-	27,711	27,711	13,014
<i>Charitable activities</i>					
Independent Living Skills		179,161	906,856	1,086,017	915,270
Horticulture		78,516	399,343	477,859	354,312
TOTAL EXPENDITURE	3	<u>257,677</u>	<u>1,333,910</u>	<u>1,591,587</u>	<u>1,282,596</u>
Net income/net movement in funds		10,248	11,393	21,641	88,288
Total funds brought forward	13	2,400	1,416,391	1,418,791	1,330,503
TOTAL FUNDS CARRIED FORWARD	13	<u><u>12,648</u></u>	<u><u>1,427,784</u></u>	<u><u>1,440,432</u></u>	<u><u>1,418,791</u></u>

All of the above results are derived from continuing activities.

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

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

Comparative figures for 2022 are disclosed in note 15 to the financial statements.

The notes on pages 18 to 26 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023		2022	
		£	£	£	£
FIXED ASSETS					
Tangible assets	7		1,485,318		1,511,993
CURRENT ASSETS					
Debtors	8	348,152		158,408	
Cash at bank and in hand		457,157		458,928	
TOTAL CURRENT ASSETS		805,309		617,336	
Creditors: amounts falling due within one year	9	(361,017)		(179,077)	
NET CURRENT ASSETS			444,292		438,259
TOTAL ASSETS LESS CURRENT LIABILITIES			1,929,610		1,950,252
Creditors: amounts falling due after one year	10		(489,178)		(531,461)
NET ASSETS	12		1,440,432		1,418,791
FUNDS OF THE CHARITY	13				
Restricted income funds			12,648		2,400
Unrestricted income funds					
General funds			1,427,784		1,416,391
TOTAL CHARITY FUNDS			1,440,432		1,418,791

The financial statements were approved and authorised for issue by the board of the trustees on 6 October 2023 and were signed below on its behalf by:



.....
Kate Heaps
Chair



.....
Chris Jeffery
Treasurer

The notes on pages 18 to 26 form part of these financial statements.

SHARE COMMUNITY LIMITED

STATEMENT OF CASH FLOWS

AS AT 31 MARCH 2023

	Notes	2023 £	2022 £
Net cash provided by operating activities	A	62,434	127,935
Cash flows from investing activities:			
Interest from investments		1,169	98
Purchase of tangible fixed assets		(19,687)	(13,167)
Net cash used in investing activities		(18,518)	(13,069)
Cash flows from financing activities:			
Repayment of loans		(46,330)	(51,875)
Net cash used in financing activities		(46,330)	(51,875)
Change in cash and cash equivalents in the reporting period		(2,414)	62,991
Cash and cash equivalents at the beginning of the year		458,928	395,937
Cash and cash equivalents at the end of the year		456,514	458,928

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

	2023 £	2022 £
Net movement in funds (as per the SOFA)	21,641	88,288
Depreciation charges	46,362	46,204
Interest from investments	(1,169)	(98)
(Increase)/ decrease in debtors	(189,744)	2,125
Increase/(decrease) in creditors	185,344	(8,584)
Net cash provided by operating activities	62,434	127,935

B: Analysis of net debt

	At 1 April 2022 £	Cash flow £	At 31 March 2023 £
Cash at bank and in hand	458,928	(1,771)	457,157
Overdraft facility payable on demand	-	(643)	(643)
	458,928	(2,414)	456,514
Loans falling due within one year	(51,952)	4,047	(47,905)
Loans falling due after one year	(531,461)	42,283	(489,178)
Total	(124,485)	43,916	(80,569)

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

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**

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 2023

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	69	70
Horticulture	26	30	30
Support costs	11	-	-
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 2023

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 2023) 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 £	2023 Total £	2022 Total £
Donations, gifts and subscriptions	-	27,996	27,996	25,063

All donations income in 2023 was unrestricted.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

3. EXPENDITURE

	Raising Funds 2023 £	Independent Living 2023 £	Horticulture 2023 £	Support Costs 2023 £	Governance 2023 £	Total 2023 £
Staff costs (note 5)	12,594	717,052	314,243	133,211	33,116	1,210,216
Direct cost	13,170	226,234	101,066	-	-	340,470
Other costs	-	-	-	26,201	14,700	40,901
	<u>25,764</u>	<u>943,286</u>	<u>415,309</u>	<u>159,412</u>	<u>47,816</u>	<u>1,591,587</u>
Support costs	1,949	109,483	47,980	(159,412)	-	-
Governance costs	-	33,246	14,570	-	(47,816)	-
	<u>27,713</u>	<u>1,086,015</u>	<u>477,859</u>	<u>-</u>	<u>-</u>	<u>1,591,587</u>

Governance costs include audit fees of £14,570 and staff costs of £33,116 (2022: £13,680 and staff costs of £22,267 respectively)

<i>2022 comparatives</i>	<i>Raising Funds 2022 £</i>	<i>Independent Living 2022 £</i>	<i>Horticulture 2022 £</i>	<i>Support Costs 2022 £</i>	<i>Governance 2022 £</i>	<i>Total 2022 £</i>
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>

SHARE COMMUNITY LIMITED**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2023**

4. NET MOVEMENT IN FUNDS	2023	2022
	£	£
This is stated after charging:		
Depreciation	46,362	46,204
Trustees' remuneration	-	-
Auditors' remuneration:-		
Audit (including VAT)	13,680	13,680
Interest on loans	19,831	8,567
	<u> </u>	<u> </u>
5. STAFF COSTS AND NUMBERS	2023	2022
	£	£
Salaries and wages	1,070,815	830,662
Social security costs	76,104	61,112
Pension contributions	49,678	39,624
Agency and other staff costs	13,618	10,579
	<u> </u>	<u> </u>
	<u>1,210,215</u>	<u>941,977</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	29	21
Horticulture	6	5
Employability Training	1	1
Administration and support	12	14
Fundraising	2	1
	<u> </u>	<u> </u>
	<u>50</u>	<u>42</u>

Over half of employees are part-time. The total employee benefits of the key management personnel of the charity were £189,504 (2022: £156,073). 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 2,417 hours over the year (230 hours from befrienders, 627 from social buddies and 1,560 from classroom, project ad garden volunteers). Volunteers also gave us 219 hours from volunteer training. If we were paying a support worker to do the work that the volunteers have done, with a wage of £11.50 per hour, it would cost us £27,796 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 2023

7. TANGIBLE FIXED ASSETS

	Freehold land and building £	Property improvement £	Equipment £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost						
At 1 April 2022	1,500,000	709,128	160,605	18,608	44,677	2,433,018
Additions in year	-	-	17,178	2,509	-	19,687
At 31 March 2023	1,500,000	709,128	177,782	21,117	44,677	2,452,705
Depreciation						
As 1 April 2022	142,500	616,248	110,689	6,911	44,677	921,025
Charge for the year	9,500	8,191	24,003	4,668	-	46,362
At 31 March 2023	152,000	624,429	134,692	11,579	44,677	967,387
Net Book Value						
At 31 March 2023	1,348,000	84,689	43,090	9,537	-	1,485,318
At 31 March 2022	1,357,500	92,880	49,916	11,697	-	1,511,993

8. DEBTORS

	2023 £	2022 £
Trade debtors	293,956	115,572
Accrued income	37,276	28,146
Prepayments	14,271	13,178
Other debtors	2,649	1,512
	348,152	158,408

9. CREDITORS: amounts falling due within one year

	2023 £	2022 £
Bank overdraft	643	-
Pension	10,378	6,885
Trade creditors	7,349	21,933
Accruals	30,714	16,601
Loan payable within one year	47,905	51,952
Other creditors	21,569	16,350
Deferred income (see below)	242,459	65,356
	361,017	179,077

Deferred income relates to funds received in the year which have to be spent specifically in future periods. During the year £242,459 has been deferred and £42,043 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 2023

10. CREDITORS: amounts falling due after one year	2023	2022
	£	£
Bank loan and mortgage payable:		
Between 1 – 2 years	49,533	52,653
Between 2 – 5 years	158,932	162,262
Greater than 5 years	280,713	316,546
	<u>489,178</u>	<u>531,461</u>
	<u><u>489,178</u></u>	<u><u>531,461</u></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 (2022: £nil) future payments in respect of operating leases.

12. NET ASSETS BETWEEN FUNDS

	Restricted Funds 2023 £	General Funds 2023 £	Total 2023 £
Tangible fixed assets	-	1,485,318	1,485,318
Current assets	12,648	792,661	805,309
Current liabilities	-	(361,017)	(361,017)
Long term liabilities	-	(489,178)	(489,178)
Net assets at the end of the year	<u>12,648</u>	<u>1,427,784</u>	<u>1,440,432</u>
	<u><u>12,648</u></u>	<u><u>1,427,784</u></u>	<u><u>1,440,432</u></u>
	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>
	<u><u>2,400</u></u>	<u><u>1,416,391</u></u>	<u><u>1,418,791</u></u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

13. MOVEMENTS IN FUNDS	At the start of the year £	Income £	Expenditure £	At end of year £
Restricted funds:				
LB of Wandsworth-WAF Grant	-	1,950	(1,490)	460
South West London Integrated Care Board	-	49,856	(49,856)	-
L B of Wandsworth	-	14,581	(14,581)	-
Garfield Weston	-	20,000	(20,000)	-
Awards for All	-	6,607	(6,607)	-
Santander Foundation	-	45,245	(45,245)	-
The London Community Foundation	-	12,031	(8,733)	3,298
Big Lottery Community fund	2,400	49,601	(43,111)	8,890
Inman Charity	-	1,672	(1,672)	-
Transport for London	-	1,249	(1,249)	-
Enable Leisure	-	848	(848)	-
City Bridge Trust	-	40,963	(40,963)	-
R & H Trust	-	23,322	(23,322)	-
Total restricted funds	<u>2,400</u>	<u>267,925</u>	<u>(257,677)</u>	<u>12,648</u>
General funds	<u>1,416,391</u>	<u>1,345,303</u>	<u>(1,333,910)</u>	<u>1,427,784</u>
Total funds	<u><u>1,418,791</u></u>	<u><u>1,613,228</u></u>	<u><u>(1,591,587)</u></u>	<u><u>1,440,432</u></u>

Full comparatives for the year to 31 March 2022 can be found in note 15.

Purposes of restricted funds

Awards for All: This funding was received to provide training in home cooking skills specifically focused on cost-effective recipes, to support our students and their families through the cost-of-living crisis.

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

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

Enable Leisure Trust: This project was funded to build on delivering complementary advocacy sessions to support students with learning disabilities

Garfield Weston Foundation: This funding was provided to support our core programmes around wellbeing, independence and employability

London Borough of Wandsworth: This project was funded to improve digital inclusion amongst adults with learning disabilities and/or autism.

London Borough of Wandsworth-WAF grant: This fund was provided to take part in Wandsworth Arts Fringe festival to showcase the talents among the people of learning disabilities and/or autism.

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

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.

Santander Foundation: This grant supported to increasing the financial & digital literacy of adults with learning disabilities and their families.

South West London Integrated Care Board (ICB): This funding was provided to deliver dedicated support for students' wellbeing across all Share's sites, and invest in new impact resource to give a baseline dataset on what was affecting their wellbeing.

The Inman Charity: This funding was part funding to provide training in home cooking skills specifically focused on cost-effective recipes, to support our students and their families through the cost-of-living crisis.

The London Community Foundation: This funding supported autistic service users to run a self-advocacy group at Share called 'Spectrum' that developed and delivered activities that helped to make sure that the needs of people with autism within Share and the wider community are met. Later in the year, they also supported with a grant to work with disabled men to improve their physical and mental wellbeing.

Transport for London: This funding supported for travel training, create awareness in safety in the community and the benefits of a more active lifestyle.

14. RELATED PARTY TRANSACTIONS

Total donation income from the trustees and related parties in the year was £1,520 (2022: £600).

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

15. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	<i>Restricted</i> 2022 £	<i>Unrestricted</i> 2022 £	<i>Total</i> 2022 £
INCOME FROM:			
<i>Donations and legacies</i>	-	25,063	25,063
<i>Other trading activities</i>	-	20,172	20,172
<i>Investments</i>	-	98	98
<i>Charitable activities:</i>			
<i>Independent Living Skills</i>	120,806	780,568	901,375
<i>Horticulture</i>	56,850	367,326	424,176
TOTAL INCOME	<u>177,656</u>	<u>1,193,227</u>	<u>1,370,884</u>
EXPENDITURE ON:			
<i>Raising funds</i>		13,014	13,014
<i>Charitable activities</i>			
<i>Independent Living Skills</i>	128,581	786,689	915,270
<i>Horticulture</i>	49,144	305,168	354,312
TOTAL EXPENDITURE	<u>177,725</u>	<u>1,104,871</u>	<u>1,282,596</u>
<i>Net income (expenditure) before transfer</i>	(68)	88,356	88,288
<i>Net transfer between funds</i>	-	-	-
Net movement in funds	(68)	88,356	88,288
<i>Total funds brought forward</i>	2,468	1,328,035	1,330,503
TOTAL FUNDS CARRIED FORWARD	<u><u>2,400</u></u>	<u><u>1,416,391</u></u>	<u><u>1,418,791</u></u>

SHARE COMMUNITY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2023

16. COMPARATIVE MOVEMENTS IN FUNDS FOR THE YEAR ENDED 31 MARCH 2022

	<i>At the start of the year</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>At end of year</i> £
<i>Restricted funds:</i>				
<i>Garfield Weston</i>	-	15,000	(15,000)	-
<i>Wimbledon Foundation</i>	-	5,000	(5,000)	-
<i>Battersea Power Station Foundation</i>	-	2,785	(2,785)	-
<i>MIND</i>	-	3,563	(3,563)	-
<i>Awards for All</i>	-	7,388	(7,388)	-
<i>D'Oyly Carte Charitable Trust</i>	-	5,000	(5,000)	-
<i>The London Community Foundation</i>	2,468	-	(2,468)	-
<i>Big Lottery Community Fund</i>	-	49,600	(47,200)	2,400
<i>City Bridge Trust</i>	-	43,500	(43,500)	-
<i>R & H Trust</i>	-	43,322	(43,322)	-
<i>Souter Charitable Trust</i>	-	2,500	(2,500)	-
<i>Total restricted funds</i>	<u>2,468</u>	<u>177,656</u>	<u>(177,725)</u>	<u>2,400</u>
<i>General funds</i>	<u>1,328,035</u>	<u>1,193,228</u>	<u>(1,104,871)</u>	<u>1,416,391</u>
<i>Total funds</i>	<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>