



spadework

sowing the seeds of opportunity



Trustees' Report and Financial Statements For Year Ended 31 December 2019

Registered Charity Number 291198

Registered Company Number 01820460

Spadework Ltd (A company limited by guarantee)

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Reference and administrative details of the charity, its trustees and advisers

Chairman

Sue Murray

Treasurer

Anthony Young

Company Secretary

Anthony Young

Registered Office

Teston Road
Offham
West Malling
Kent, ME19 5NA

Trustees

Name & Date First Appointed

Peter Reeves - 20/05/04
Trevor Brazier - 23/11/09
Anthony Young - 26/07/11
Susan Murray - 27/09/11
Edward Hosey - 27/11/13
James Burke - 27/11/13
Reverend James Brown - 20/06/18
Mary Rimmer - 19/12/18
Karen Osborn (Resigned) - 03/05/19

Chief Executive Officer

Kris Healey

Patrons

Tom Tugendhat
Stephen Betts
George Harvey

Independent Auditor

Kreston Reeves LLP
Montague Place
Quayside
Chatham Maritime
Kent, ME4 4QU

Bankers

NatWest Bank
43 Swan Street
West Malling
Kent, ME19 6HF

A photograph of two young women, likely trainees, working on a craft project. They are both wearing blue hoodies. The woman in the background has dark curly hair with a white bow and is wearing a colorful beaded bracelet. The woman in the foreground has light brown hair in a ponytail with a colorful clip and is wearing glasses. They are sitting at a table covered with a grey cloth, which is cluttered with white sticks and other craft materials. In the background, there are some plants and a window with a grid pattern.

In 2019
We provided
80,521
hours of care to
116
Trainees



Chairman Introduction: Sue Murray

All in all, 2019 has been a “good year” for Spadework with many accolades in terms of awards and also in bidding success from various funders.

We had a splendid 35th Anniversary celebration during the year and it is true to say that when the charity was set up in 1984 the aims and objectives set then remain in place today. We continue to provide a safe and supportive environment, which encourages our trainees to live more independent lives.

This year we have supported 116 trainees – not all are on site at any one time, our aim is to have a maximum of 55 on a daily basis.

Finance is always a matter of concern, although this year we have made steady progress in our financial planning for a sustainable future.

Two of our memorable fundraisers being the Easter Egg Hunt and the Halloween Pumpkin Festival both events bringing many families to our site who had never visited us before.

Kris Healey, our Chief Executive Officer, has led from the front with many innovative ideas and is ably supported by our staff, an army of volunteers and Friends of Spadework without whose cheerful and practical help Spadework would be a sorry place.

Read on and enjoy!

Spadework qualifies as a small charity under section 363. The strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required).

Objectives and Activities

a. Policies and Objectives

The objectives of the charity are to provide care, training and meaningful opportunities for adults with learning and other disabilities in arts, crafts, catering, gardening, health, hobbies, horticulture, information technology, life skills, retail management, wellbeing and woodwork. Spadework provides a range of different experiences to enable our service users (who we call our Trainees) to develop the skills needed to allow them to reach their full potential.

b. Public Benefit

The charity's objective of the provision of training and work opportunities for adults with learning and other disabilities is of benefit not only to our Trainees but also to their families, support networks, carers, local authorities and the wider community. In planning the charity's activities, the Trustees have given consideration to general guidance published by The Charity Commission relating to public benefit.

Spadework is based in north-west Kent and provides opportunities for vulnerable adults from both Kent and Medway. There are very few organisations like us that seek not just to provide day care for our Trainees but also to provide interesting, varied and meaningful opportunities five days a week. The projects, activities and tasks experienced at Spadework reflect those that take place in the wider world, but they are delivered in a safe and stimulating environment.

Our Trainees can experience a life in which they get considerable satisfaction from taking part in these activities, being treated with respect and result in measurable outcomes, which are impact focused. Having the opportunity to come to Spadework contributes to the health and wellbeing of our Trainees in many ways; they have the opportunity to forge new friendships, develop social skills; they can apply, learn and develop new skills and experience activities that would not previously have been afforded to them. The experiences are rewarding, satisfying and meaningful.



This document explains how Spadework offers this safe place to vulnerable adults. Here they can grow, as individuals and within the context of a team, rise to the challenge of some of the activities offered, enabling them to return home, or to their assisted living space with a sense of satisfaction and self-worth. It is our aim, through the tutelage and support of our staff and volunteers to help our Trainees realise their full potential through these experiences. We are fortunate to have many energetic, resourceful and inspiring individuals on staff or as volunteers who share our passion and commitment to realising our vision. We constantly look for people who have skills and wisdom to share and never cease to be amazed by what they too experience at Spadework. At the heart of a rural community, Spadework offers local people a unique place to meet friends, re-charge their batteries and enjoy the interaction with our Trainees.

Communicating and interacting with members of the local community, in a safe place is at the heart of our offering. It could be serving customers in the Café, Garden Centre or Farm Shop, helping at a coffee morning, chatting in the courtyard or off-site delivering logs or gardening at a local home, our Trainees have many opportunities to be part of a wider community. With the growth of towns and businesses around us, particularly the expansion of Kings Hill, where new homes are still being built, Spadework offers residents and Trainees alike a place to slow down and is arguably more important than ever in the contribution it makes to society in such a fast paced world. The richness of the experiences at Spadework is key to enabling our Trainees to realise their full potential. Our safe and stimulating site is also an inspiration for the local community, be it someone faced with bereavement, a life changing health diagnosis, an ageing parent or a family celebration the interactions that happen on our five-acre site are often magical. In 2019, Spadework celebrated 35 years of providing its service.



We believe that we are more relevant than ever and that with the continued support of our staff, volunteers, partners in health and social care, Kent County Council, Medway Unitary Authority, care managers, social care professionals, local foundations, trusts and funders as well as our Trainees and their support networks, we will continue to go from strength to strength. Without this continued support we would be unable to continue to provide the high and consistent quality of care for which we have built an enviable reputation.

c. Strategy

The principal strategies of the charity to meet its charitable objectives are:

- To provide a safe, clean and appropriate physical environment, which is conducive to learning, while meeting the needs and aspirations of our Trainees.
- To provide excellent training and learning experiences for our Trainees by developing the levels of support, as well as the quality and range of the meaningful opportunities available.
- To maximise income from all sources, stabilise the charity's finances and develop a reserve fund in order to achieve long-term financial sustainability.
- To be an excellent employer with a happy, motivated and appropriately skilled staff team.

d. Mission

Spadework bridges the gap for adults with learning and other disabilities, from dependence in a supportive environment, to increasing their independence enabling them to live with dignity and purpose. We aspire to achieve this through work experience, development of life-skills and interaction with the community.

Our year in numbers



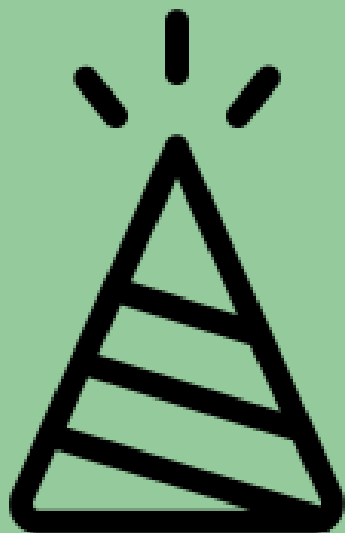
116 Trainees
supported in
2019

8.5

Years on average
a Trainee spends
with us

80,521

Hours of care
provided in
2019



35

Years of
supporting
Trainees and
the local
community

385

Bags of logs
delivered to
local homes

11,289

Hot drinks
served in our
cafe

315

Kilos of greens
provided to a
local gastro
pub

27

Varieties of
pumpkin
grown



385

Bags of logs
delivered and
stacked in local
homes

2,349

Vegetable
plants grown
from seed

2,237

People visited
our Christmas
market



76% of Trainees
attended two or
more days a week

Achievements and Performance

a. Key financial performance indicators

Despite the staff and board's considerable efforts to put the charity into a fully sustainable position by creating a reserve for contingencies and a major repair fund, we continue to lack reserves and as such this makes us vulnerable to any unplanned occurrences and even the most minimal downturn in income.

Statutory funding covers less than 60% of the cost of providing the Trainee specific service and 45% of the cost of the overall service. We remain dependent on generating income from our supporting activities in the Garden Centre, Farm Shop, Café, log delivery and stacking service as well as our community events to cover the shortfall. Given the nature of these activities, income is susceptible to a number of factors outside of our control, including the weather and the economic climate.

With this in mind, the Trustees have agreed a number of performance indicators:

- To maximise statutory funding and commercial income so that unrestricted donations can be used specifically for the purpose of capital items or improvement projects.
- To remain within budget.
- To establish a major repair and replacement programme fund.
- To ensure that we have 46 Trainees attend each day, that is 230 each week.

b. Patrons

Tom Tugendhat MP MBE became a Patron of Spadework in 2014 and regularly visits the site. Tom has been Member of Parliament for Tonbridge, Edenbridge and Malling since May 2015. Since July 2017 Tom has served as Chair of the Foreign Affairs Committee.

In 2018 Stephen Betts and George Harvey became Patrons. George Harvey is a former Spadework General Manager, Trustee and Chairman and has been associated with Spadework for more than 30 years.

Stephen Betts is Chief Executive Officer of Laurence J Betts Ltd, a longstanding family business based near West Malling producing salads and cereals. The Farm is an innovative, focused and committed food production system, supplying high quality fresh salad products to customers all over Europe.



Tom Tugendhat visits our Pumpkin Garden

More than 5,000
people now
follow our
Facebook page



A Trainee on board a fire
engine during a visit from the
Fire Brigade

c. Awards

In 2019 Spadework was recognised with three prestigious awards. The charity was a finalist as Kent Charity of the Year in the Disability Category. We were shortlisted in the National Diversity Awards for the Community Organisation Award for Disability. For the fifth consecutive year we were awarded a Gold mark by the KM Charity team for our work in the local community.

Our Patron George Harvey was awarded Trustee of the Year at the prestigious Kent Charity Awards.

We are proud that we were chosen for support by Global's Make Some Noise. We received £94,000 over two years in recognition of and to extend our community outreach programme. We were awarded £21,507 from a the European Agricultural Fund for European Development (LEADER) and we were awarded several notable funds from Kent Community Foundation, including a Fidelity UK Foundation award of £19,172.

For a second year, we were one of Tonbridge based Fidelity International's chosen charities. We were appointed Charity of the Year by Maidstone based Law Firm Brachers.

We are very proud to have been recognised by so many organisations. We credit this to the hard work of all of our staff and volunteers and to the fact that 2019 has been one of the most successful years in the charity's 35-year history. Such public recognition raises our profile significantly, both regionally and nationally. It gives us great confidence that we will find support to help us achieve our future projects and vision.



In 2019 we celebrated our 35th anniversary



d. AGM Celebration Day 2019

Following the success of this event last year we once again combined our AGM with an invitation to members of the local community, media and dignitaries to visit us. It was a fantastic opportunity for staff, volunteers and Trainees to showcase our work.

e. Review of activities

In 2019 we continued to provide care, support and meaningful opportunities for many Trainees who have been attending our day opportunity service for several years. The average number of years a Trainee stays with us is 8.5. In 2019 we welcomed 20 new Trainees who are now happily attending alongside some of our longest serving Trainees, three of whom have been with us for more than 30 years. This reflects how much our Trainees enjoy the experience we offer and how we also continue to be approached by individuals who want to benefit from our services. Many of our referrals come through word of mouth which we consider to be reflective of the high quality and much admired service that we offer.

In 2019 we provided 80,521 hours of care to 116 adults with learning and other disabilities living in Kent. We achieved the target of 46 Trainees attending each day.

Table A

Number of unique individuals accessing our day opportunity service and mini bus transport services

Unique Individuals - day opportunity service	Unique Individuals - Mini Bus
116	13

Table B

Provision of day opportunity services, annual 2019

Total Number of Hours	Number of New Trainees	Number of Trainees Leaving
80,521	20	8

Table C

Provision of day opportunity services by month in 2019

Month	Number of service users	Total Number of attendances	Total fill rate (%)	Maximum number of places	Number of hours	Full Time Equivalent
January	91	898	85	1058	6286	43.4
February	91	783	85	920	5481	43.4
March	97	898	93	966	6286	43.4
April	99	965	95	1012	6755	44
May	102	1011	96	1058	7077	44.4
June	101	884	96	920	6188	45.4
July	104	1047	99	1058	7329	45.6
August	102	973	97	1012	6811	45
September	106	958	100	966	6706	46
October	107	1071	102	1058	7497	46.2
November	107	966	101	966	6762	46.6
December	108	1051	105	1012	7357	46.6



Volunteers are an essential part of the Spadework team. In 2019, **41 volunteers** helped run our special events, water plants and maintain the Spadework site, giving us an extra helping hand when we needed it most.

The key activities that our Trainees are involved in are in our Café, Farm Shop and Garden Centre, along with gardening (both on and off site), horticulture, arts and crafts, hobbies, woodwork and IT. The core skills learned and practised are communication and social skills, customer service, cooking, horticulture, food preparation, creative and self-expression as well as retail management, handling money, team work, time management and making choices.

We have described the key activities and core Trainee benefits, as well as where appropriate, the commercial performance of these activities. All of the profits we generate from these activities go back into funding the charity. It is an holistic charitable and business model of which we are very proud, which benefits our Trainees and the wider community and is socially inclusive.



Horticulture

92 of our Trainees were involved in some form of horticultural activity in 2019. Although Spadework now offers its Trainees so much more, it continues to be at the heart of our activities for most of the year.

Each day the Trainees work in smaller teams. Projects include planting, growing and harvesting vegetables. Our Vegetable Garden now extends across 1431 sq. metres enabling all of our Trainees, to work either as a team, or for those with greater need to have individual space. Building on what we had learned from previous years our horticulture co-ordinator chose varieties of vegetable that specifically addressed some of the needs of the Trainees, so for example colourful rainbow chard that can be seen more clearly by those with visual impairment.

With the expansion of the Vegetable Garden we were able to supply 315 kgs of greens to a gastro pub and its sister restaurant, in West Malling. Our Trainees were involved at every step of the process from planting and harvesting, to washing and preparation in our cold store to delivering the greens each week to the pub kitchen door. This is the kind of project that makes the activities at Spadework so meaningful. Alongside the obvious horticultural skills the Trainees experience teamwork, enjoy the therapeutic benefits of horticulture, learn the value of food production and the importance of healthy eating.

In 2019 one of our biggest projects was to expand our Pumpkin Garden. This was achieved with the support of funding from Global's Make Some Noise and Kent Community Foundation. Full details of the project are included in a document produced in 2019, entitled "Spadework in 2020 and Beyond". This document was produced to assist our fundraising endeavours and explains in detail how the project was executed. The document is available in digital and print form by contacting the office.

We grew 27 varieties of pumpkin on an area that covered 750sq. metres. The Trainees were involved in every step of the project, working with corporate volunteers to increase the size of the Pumpkin Garden, planting the seeds, watering, weeding and generally looking after the pumpkins through the growing season. When it was time to harvest the pumpkins the Trainees helped sell them to members of the community in our week long Pick Your Own Pumpkin event, when we were visited by more than 1500 people in the run up to Halloween. The Trainees served customers, negotiated on price, handled money and wheeled the pumpkins to customers' cars. The Pumpkin Garden raised £8,992 and was a project that generated a lot of joy and laughter and was a great experience for Trainees, staff and volunteers – the entire Spadework family.

Growing plants for sale in the Garden Centre is a big part of the Spadework horticultural activities. Under the supervision of our staff and volunteers groups of Trainees work in the Potting Shed and in the Glasshouse. They grow plants from seed that are sold in the Garden Centre, look after plants that we purchase from other suppliers and the Trainees learn about a wide variety of plants and shrubs and how to add value to them by potting them on, dressing with top soil and maintaining healthy plants to sell to customers. The Spadework Garden Centre is a well-respected local resource.





Our Trainees are responsible for on-site gardening. They keep the area in our courtyard looking gorgeous throughout the year. They look after the flower beds adjacent to the car park and they tend the beds on the roadside at the entrance to our site. All of these activities help create the wonderful environment that has been enjoyed by so many visitors in the past year.

In 2019 our horticultural department generated £167,288 of income. This was up 46% year on year and is the best year on record. We were fortunate to experience good weather for most of the year (unlike the previous year when revenue was affected by poor weather) and an increase in footfall. The increase in footfall has been the result of hosting more community events, the general raising of Spadework's profile as noted in a later section in this report on marketing and communications.

Within horticulture, one of the biggest trading successes in the last 12 months has been the promotion and growth in our log delivery and stacking service. In 2018 we set up a new standalone website, with new branding, "Logs at Spadework" and used a back-end delivery platform called Trello to facilitate order processing. In 2019 we delivered 385 bags of logs to local homes. The total revenue generated from all log sales was £34,569. The Trainees have enjoyed delivering logs and this is an important part of the experience they can have off site within the community. While the revenue is very important, the meaningful opportunity that presents to our Trainees is invaluable. They gain experience in customer care and the team work involved to access and stack logs in some tricky places is both challenging and fun.

A happy customer commented on social media, "The team who delivered were just so friendly and couldn't do enough to please".



Our off-site gardening service was launched in 2018 and has continued to be a success. 32 Trainees were able to take the horticultural skills they had learned into the wider community, going out with a member of staff and volunteers to provide a very welcome service to local people.

2019 was also a very successful year in terms of Christmas tree sales. We sold 280 Christmas trees in 2018 and this year that increased to 361. Our Trainees enjoy unloading the trees when we take delivery at the end of November. They prepare the Garden Centre to help customers find the perfect tree. Customer service skills are evident when the Trainees help customers take the trees to their cars. One of our customers said, "I bought my Christmas tree there today. Fantastic service and very helpful assistants."

We are fortunate our Trainees are some of our best sales people. They are able to engage with many of our customers and continuing to involve them and to develop their skills is at the heart of what we do.

Cafe

One of the biggest success stories of 2019 is in the Cafe. We had an increase in customer numbers, improved customer service and increased opportunities for our Trainees.

Our Trainees assist in the café with food preparation, making jams, chutneys, cakes and helping prepare all the food that we serve. Some of them also wait on and clear tables, help set up the tables, polish cutlery and assist in the kitchen with washing and tidying up. Our Trainees learn and apply many skills in the Café.

The Café is open seven days a week. At weekends we operate without the assistance of the Trainees and the Café is run by staff and volunteers.

At the end of 2018, the cafe was refurbished and a new menu was introduced, featuring more homegrown produce. Special events like Mother's Day afternoon teas and community coffee mornings help drive revenue, as well as the hire of the Café to community groups. In 2019 the Café was re-branded as "The Food Shed Café". As a result revenue increased from just over £100, 000 in 2018 to £187,009, a phenomenal increase.



A Trainee made these delicious scones

We have had some great feedback on social media. Here are just two of the many comments we have received.

"A big group of mums came for lunch today after a busy morning at their new school. We were looked after very well and enjoyed our lunches and cakes."

"The food was fabulous and the staff serving were very friendly and efficient."

Farm Shop

In 2019 our fundraisers secured funds to refurbish the shop which plays an important part in drawing the community to Spadework. Funding was secured by the end of the year and refurbishment work started early in 2020. Despite this, revenue in the Farm Shop was up 10% year on year to £95, 031. This was due in part to the general increase in footfall on site and the increasing popularity of Veg Boxes, which we deliver to the community between March and October. In December 2019 we produced and delivered 84 Christmas hampers for a local company in Kings Hill.

Our Trainees have learned to work the new tills that were installed at the end of 2018. They are involved in taking deliveries of food from all of our local suppliers. They price up the items and put them out on display. They help to ensure the shop is well merchandised, assisting with cleaning and stacking shelves. In the Farm Shop the Trainees learn and practice customer service, handling money and wider retailing skills. While working in the Farm Shop they also assist in labeling all of the items like apple juice and jams and chutnies that we make on site as well as displaying and pricing our home grown vegetables.

The continued focus on selling Kentish produce gives the Farm Shop a unique selling proposition and following the planned refurbishment will continue to be important to us. With EPOS monitoring we are able to identify product lines that sell well and those that are less popular. This will help to further improve our turnover and Farm Shop contribution to the charity.

Spadework's commercial revenues are driven predominantly by horticulture, Café and Farm Shop revenue. Our Trainees are deeply involved in all of these activities. There are several other activities in which they are involved.



Woodwork, Craft and Hobbies



51 Trainees have participated in woodwork, craft and hobbies. In 2019 we received an increased number of bespoke customer orders for woodwork, most notably for planters and log stores.

In the carpentry workshop our Trainees have learned and displayed many creative and practical skills. One of our Trainees has been able to channel his passion for trains into woodwork painting many small trains, which have been sold on site. He said, "I love making trains. Thomas is my favourite." The trainee's personal assistant said, "It is wonderful to see him so passionate and engaged in his work. He gets a real sense of achievement and the recognition he receives from his friends has such a positive effect on his wellbeing."

Enabling vulnerable adults to develop and use creative skills is an important part of the offering at Spadework. There is a very happy atmosphere in the Craft Shed at Spadework. Projects have included decorating glass bottles, which are sold containing decorative white lights and producing many craft items for sale at our summer and Christmas markets.

One of our corporate partners, Brachers Law Firm, asked the team to produce table decorations for their client marquee at a ploughing match. Our Trainees enjoyed producing these and generating some income for the charity.

Christmas workshops including making wreaths and table decorations. These were popular with Spadework customers and our Trainees assisted with these, gathering materials and sharing their skills with members of the public who attended the workshops.



Table D

Numbers of Trainees involved in each activity, 2019

Activity	Number of Trainees
Cafe	24
Farm Shop	23
Woodwork	59
Hobbies and Craft	32
Log Delivery and Stacking	58
Off Site Gardening	42
Garden Centre	71
On Site Gardening	55
Cold Store	45
Glasshouse	78
Potting Shed	59

Skill Sharing and Community Outreach



One of our major successes in 2019 was the delivery and expansion of our community outreach programme.

We were awarded a grant from Globals' Make Some Noise to help us with this initiative.

As a result of this funding, we ran a series of outdoor learning opportunities for primary school children, in which our Trainees assisted in delivering science and horticulture lessons in line with the national curriculum, as well as a series of workshops enabling adults to learn gardening skills.

Since April 2019, as a result of the community outreach programme, 35 Trainees have shared their skills with 70 people from the local community across seven workshops. A total of 1935 people on Facebook viewed the images from an alpine workshop, attended by 11 members of the community and delivered by five Trainees.

Spadework has welcomed 120 primary school children on site from three schools. Fifteen Trainees have delivered horticultural lessons in line with the national curriculum.

At the end of 2019 two staff members and five Trainees developed and delivered a science lesson to 90 Year Three students at the Discovery School in Kings Hill. The teachers at the primary school wanted a creative environment in which the children could learn more about soil and experience a subject in a fun and engaging way.

Our staff and Trainees developed 10 experiments, which were delivered in the school hall. The school hall was alive with excitement as the children conducted the experiments. While the children got their hands dirty learning about soil, it was also an opportunity for our trainees to share their knowledge and skills, while breaking down barriers and normalising their needs. One of them, for example, demonstrated exceptional teaching skills. "I enjoyed being with the children," she said. "It reminded me of being at school, but it was never as much fun as that!"



The lead teacher said: "This was an important project for us, both to enable the children to learn about soil, but also to work collaboratively with an amazing local charity. The Spadework staff and Trainees brought the subject to life and cemented our students' learning. We were thrilled by the creative environment and the enthusiasm it generated in the children. They were very disappointed to learn that they couldn't have that much fun in every lesson."

Spadework continues to have excellent relationships with key community organisations including people and parish councilors from the local village, Offham, The Lions Club of Malling, The Rotary Club of Malling and Kings Hill, West Malling church. We have continued to run fundraising events on site that mean many local people come to Spadework and interact with our Trainees.

Since the beginning of 2019 we have established a close collaborative relationship with Parkfoot Garage. As part of our Community Outreach programme, Spadework delivered an introduction to sign language workshop to 31 Parkfoot employees, who were keen to develop the skills needed to communicate with customers who are hard of hearing.

We continue to share our knowledge and skills with organisations like Communigrow, a small local charity, and The Toby Henderson Trust. We regularly engage with care homes and other mental health organisations.

In 2019 a group of people living with young-onset dementia visited Spadework. The feedback from their experience was very positive and the instant camaraderie between these individuals and our Trainees was inspirational. They enjoyed having a safe space that they could use to rediscover a sense of purpose, to be physically active and to cast aside the stigma associated with young-onset dementia.

We are confident that our facilities would be of great benefit to other groups of vulnerable adults without having a detrimental effect on the care that we provide our existing trainees. The benefits of social and therapeutic horticulture (STH) are well known and when combined with the unique and uplifting experience of working with our Trainees we are sure that there will be a great many mutually beneficial experiences and broadening our reach to other groups is a focus for our activities in 2020.



Trainee Council

Since 2010 each year eight trainees are elected, by other Trainees, to the Trainee Council. The election process enables the Trainees to experience democratic principles and develop skills such as speaking up for themselves and dealing with success and rejection. If elected a Trainee sits on the Council working with a member of staff, to influence positive change in the Spadework environment. In 2019, 28 Trainees stood for election. Members of the Trainee council are involved with interviewing all new staff and volunteers as well as assisting in the planning of special Trainee events like Fun Day and Sports Day.

Special Trainee Events

Our Trainees look forward to the special events that enable them to come together as one big team. 60 Trainees participated in sports day which was held on 8th July. The annual staff vs Trainees football match was won by the Trainees with a close 11-10 scoreline and the Tug of war saw 32 participants.

Fun Day held on 8th October is an opportunity for all of our Trainees to participate in activities with staff and volunteers and for our Trainees to use many of the skills they have developed at Spadework.

The Trainee Christmas Party is one of the highlights of the year for our Trainees. This year we held it on Monday 9th December, the day after the Christmas Market. This meant that we were able to use the marquee which we had hired for the market in the car park which created a great space in which we held a quiz and a disco. These activities followed a review of activities of the year and gave the Trainees the opportunity to reflect on their year at Spadework.





Health and Wellbeing

The health and wellbeing of the Trainees was a major focus in 2019. Every day we encourage the Trainees to take some form of exercise. For those involved with horticulture this happens as part of their day to day activities but for some this is not possible. So we continue to offer games to play in the courtyard at lunchtimes –like giant Connect 4 and Jenga, which involve some physical movement.

Chair yoga sessions were held in 2019 for the first time. 59 Trainees chose to take part in the sessions, with 535 attendances over 26 weeks. Several staff and volunteers also attend the sessions. Positive outcomes include better posture when seated, improved concentration and co-ordination as well as a reduction in anxiety.

Between May and October a tennis coach funded by the Lawn Tennis Association has held sessions on our field and informal games of lunchtime football mean the site is often filled with laughter and cheers, creating a happy atmosphere for everyone to enjoy.

Trainees during a session of chair yoga



A game of Jenga from the 2019 Sports Day



Trainees label plant pots

Trainee Contracts

Table E

Number of Trainee attendances and contract details, 2019

Month	Medway Unitary Authority	KCC Individual Contracts	KCC Framework Contracts	Direct payment/ private contract
January	91	381	113	313
February	88	334	75	286
March	114	379	78	327
April	130	394	90	351
May	121	425	93	372
June	79	324	116	365
July	136	367	112	432
August	127	389	100	357
September	124	370	109	355
October	137	422	121	391
November	115	368	118	365
December	136	402	124	387



Fundraising and Income Generation

a. Fundraising

Our fundraising activities are conducted by an in-house team led by the Chief Executive Officer. Our Business Development Manager is an associate member of the Institute of Fundraising. In addition, the fundraiser responsible for the majority of approaches to grant making trusts and foundations is in the office one day a week.

In 2019 we received grants from many organisations including, The Cole Charitable Trust, The Grace Trust, The Baily Thomas Charitable Fund, David Uri Memorial Trust, The Cobtree Charity Trust Ltd, The Whitehead Monckton Charitable Foundation, The Misses Barrie Charitable Trust, The

Bernard Sunley Foundation, The Forbes Charitable Trust and The Irving Memorial Trust. We are grateful to all of them as well as those organisations that choose to remain anonymous.

We are particularly grateful to Kent Community Foundation for continuing to highlight appropriate funds. We received £19,172 from Fidelity UK Foundation.

We have also received support from the Co-op Community Fund, Waitrose Kings Hill, Waitrose Community Matters+, Lions of Malling, Rotary Kings Hill Community Chest, Rotary West Malling, Music at Malling and other community organisations for which we are most grateful.

In 2019 we were awarded a grant from Global's Make Some Noise of £94, 000 payable over two years to extend our community outreach programme, as detailed earlier in this report.

In 2019 we received confirmation of an award of £21 517 from LEADER (The European Agricultural Fund for Rural Development). This represented 40 percent of the costs of refurbishment of our Farm Shop, upgrading the equipment in our Café and re-surfacing part of our car park. The final date for completion of the projects is May 2020.

Like many charities we find it hard to access funds to assist with running costs and so have developed strategies to generate income from other sources.



b. Corporate Partnerships

In 2019 we established and managed some good relations with local businesses. Ibbett Mosely estate agent donated £2 000. Fidelity International continue to support us with volunteer days, matched funding events and inviting us to their offices with our Trainees to hold Pop up stalls selling products from our Farm Shop and crafts made by our Trainees.

Brachers law firm, appointed us as their Charity of the Year, for two years.

Corporate volunteers came on site from Yorkshire Building Society, NatWest and Santander along with Fidelity. It is another great way of enabling the Trainees to meet a wider spread of members from the community. Most of the volunteers then spend money in our Café, Garden Centre and Farm Shop and we discuss further ways they could get, involved although often their charity partners are agreed at a national rather than a local level.

We received a £750 grant from Yorkshire Building Society Charitable Foundation. Santander match funded our Christmas cake raffle. The cake was made and donated by a member of the community and raised more than £1,000

We have some fantastic relationships with local businesses. Hugh Lowe Farms, in Mereworth continue to use our Farm Shop and Café for some of their corporate entertaining needs. Laurence J Betts also assist with projects for example, lending the tractor to plough the pumpkin field.

At the beginning of 2019 we established a close collaborative relationship with Parkfoot Garage. They have supplied us with produce for our events and have sold produce grown in Spadework in their convenience store, which is near us on the A20. This relationship has also extended our marketing reach.

We produced 84 Christmas hampers as corporate gifts for two local businesses in Kings Hill. Notcutts Garden Centre in Maidstone selected Spadework for their Pennies Fund. In 2019 we received £4,533 from the scheme. The Brett Group supported three volunteers at our Christmas Market.

c. Events

In 2019 we held two evening fundraising events – a wine tasting in partnership with Chapel Down wines, which raised £1,010 and a gin tasting evening with Kent based Anno Gin, which raised £870. In July we held our first Spadework Classic Car Show. Our Table Top sale and Craft Fair and Prosecco evenings were also popular.

Bi-monthly quiz nights continue to be popular, with eight quizzes held in 2019.

We hosted four key seasonal fundraising events. All of them attract lots of people on site. Our Easter Egg Hunt and Halloween Pumpkin Festival are both staged in association with the local franchisee of HartBeeps.

As one attendee messaged; "Thank you Spadework for a fantastic Easter Egg hunt. My two loved it. It was our first time visiting as well."





The summer and Christmas Fairs were each held over two days. Stallholder revenue at the Christmas market was £1,775. The Christmas market was visited by 2,237 people, up from 1,500 the previous year.

One attendee at our Christmas market said, "We had a lovely time today! Got a beautifully decorated Christmas wreath, a couple of Christmas presents and my son got given one of Father Christmas's sleigh bells from Father Christmas himself. It made his day!" (NB. Father Christmas was a staff member!)

Regular stallholders at our events, local artists like Lesley Legg and Alan Colledge and businesses like Fentons of Kent, Potash Farm and Brays Bees come back each year because we provide a fantastic opportunity for them to trade with the community.

We held two raffles. All of the prizes were donated by local businesses and we raised £1,446 at the Summer raffle (which was also our 35th birthday celebration) and £1,992 at Christmas.

d. Commercial Retailing

The success of our commercial retailing activities has been mentioned within this report, but year round we remain focused on offering a wide range of food and garden items for sale, as well as offering great customer service to ensure our customers come back time and again. Our retailing activities cement our relationship with local community groups. The newly refurbished Café has also been hired out for individual events, including a children's birthday party, a 60th birthday party and hosts fortnightly meetings of the local Rotary Club. We are continually finding new ways to use our site to generate valuable income.

e. Friends of Spadework

We are very grateful to have the support of The Friends of Spadework. For more than 30 years this group of supporters, family members of our Trainees and fundraisers have worked tirelessly to help improve the lives of our Trainees.

We would like to thank everyone who has helped us during the reporting period. Volunteers who have given up their time, members of the community for continuing to visit us, many suppliers and businesses who help us on an ad hoc basis, as well as those people who make financial donations. Without any of this we would be unable to improve the lives of our Trainees.

Marketing and Communications

In 2018 we created a brand identity for all of the activities that happen at Spadework, so for example "The Food Shed café", What's on at Spadework." This year we have rolled out this branding and used it to raise the profile of Spadework.

On site we have introduced a new range of colourful polo shirts for staff and volunteers as well as Spadework branded aprons in the Café. In addition to branded Christmas Cards, we also sold Spadework branded key rings and pens in the shop. We will consider producing more branded merchandise as a way of raising revenue in the future and as more and more people engage with us.

Several of our staff have spoken at events, like local WI and University of the Third Age (U3A). Personal contact remains a key part within the marketing mix, as we aim to create in depth relationships with key groups, particularly among older supporters. We have had several care homes, including Tonbridge care home, bring visitors on site.

We are mindful that Spadework's supporters cover a wide age range and engage with media channels in very different ways. Working with a local company, Singlewell Design and Print, we have produced low cost, engaging printed flyers to promote key events.

We have great relationships with The Local Oracle and Kings Hill Directory, local print and digital resources as well as Kent Online. We were featured in the May 2019 edition of Kent Life for the work we do with volunteers. Our CEO was interviewed on BBC Radio Kent and BBC South East TV. In March the announcement from Global's Make Some Noise generated a lot of publicity and The National Diversity Awards were featured on ITV and streamed live.

LOGS
at spadework

Veg Boxes
at spadework

The **Food Shed** @spadework

The Farm Shop
at spadework

What's On
at spadework



The Spadework website homepage

With the assistance of one of our volunteers we re-launched the Spadework website at virtually no cost. The site is easier to navigate, can easily be updated and includes a blog section where we make announcements and communicate news. We have built a stock of our own high quality images.

The transactional Logs at Spadework website processed 78 orders and generated £8,055 of income.

b. Social Media

For the last two years we have seen a significant growth in the number of followers we have on Facebook. We continue to use this platform to engage with existing and new supporters. At the end of 2019 we had around 5,000 followers. This has had many benefits, for example 45,922 people viewed our Christmas tree promotional video on social media. It is a cost efficient way of promoting what we do with an unrivalled immediacy. This was obvious during our PYO pumpkin event when despite dismal weather which resulted in the closure of some commercial pumpkin operations, we were able to communicate the fact that Spadework was open and still had pumpkins available.

We engage less via twitter and Instagram. In 2020 we will look at the relevance and reach of what we post here. Ensuring high quality posts that are in line with our aims and objectives is key. Developing a coherent communications strategy, across multiple platforms is important as we engage with more people.

We credit much of the increase in onsite visitors to the growth of our Facebook reach. We are proud that we also try to give personal responses to as many people as possible.

Site Regeneration

In 2018 Spadework was granted planning consent by Tonbridge and Malling council for site re-generation. The capital project includes updating the existing site and the provision of better facilities for our Trainees, for example a new mess room and quiet space.

In 2019 we reviewed the plans and began to fundraise and implement the project through a series of ten phases.

In the last 12 months we have managed to provide some more sheltered spaces for our Trainees, partly as a result of some exceptional relationships.

Firstly, thanks to the generosity of a local carpentry firm at a cost to us of only £2,000, we built a gazebo in the centre of our courtyard, which provides cover in both summer and winter. Our Trainees use it at lunchtimes and we have used it for outdoor activities like chair yoga.

We have also constructed and installed a wooden pavilion on the southwest corner of the site, thanks to the generosity of Landscapes4Learning, a company our CEO made contact with via Facebook. This Wales- based company had received funding from Peter Jones through the BBC programme Dragons' Den. They offered to build us a pavilion and then transported it to Spadework from Wales and erected it in a day. Our Trainees loved seeing it being built and now it is a well-used space, offering our Trainees cover for lunchtimes and breaks.

We continue to find ways to regenerate our site, and our fundraising document, "Spadework in 2020 and beyond" is available in print and digitally and contains more information.

Landscapes4Learning and Dragons' Den working with our Trainees to build the Trainee Pavilion



Covid-19

Although this Annual Report is most assuredly for 2019, it might be helpful to comment on how Covid-19 has affected Spadework between March and the end of August 2020.

Trainees have not been on site since the March 23rd 2020 and as this is written have yet to return, the majority of our staff also furloughed from this date. A vast army of volunteers who in turn had been furloughed from their jobs stepped forward and carried out all manner of jobs on site from marshaling the pedestrian one way systems and car park, watering and tending the plants, working in the Farm Shop, stacking shelves in fact every job on the site a volunteer successfully tackled. We could not have managed without them and owe them a big debt of gratitude.

During the March 2020 lockdown our Garden Centre and Farm Shop saw a huge increase in footfall while members of the local community supported our charity in their droves.

The growth in the number of veg box and horticulture deliveries grew exponentially, as did the number of new visitors to the site.

With the help of a number of restricted donations we have been able to complete building work to our new woodwork room, the woodwork machine room, the garage and a new classroom. This work has been completed to allow our Trainees to return to Spadework as soon as it is safe to do so and to allow them to continue to socially distance. We have also received restricted donations to complete the initial ground works to create the footprint of our new Performing Arts studio. The work that has been completed to date will ensure that our Trainees can return safely, continue to socially distance and receive outstanding care, support and meaningful opportunities.

One of the challenges met by our staff and volunteers was how to provide long distanced and virtual support to our Trainees whilst in lockdown. This was carried out through individual telephone calls, Zoom meetings, video content, private Facebook groups and regular virtual walkabouts.

We are working closely with Kent County Council and Medway Unitary Authority to facilitate the safe return of our Trainees. We are working towards our Trainees returning to Spadework towards the end of September 2020, albeit in much smaller numbers and far fewer groups. Two meters social distancing will remain a key requirement on site and will wear visors rather than masks. We do not have sufficient lavatories on site due to the virus and maintaining social distancing, so a temporary block is to be installed in early Autumn, it is possible that additional hand washing facilities may be required in the future.

At time of writing we have not had confirmation as to how long we will continue to receive funding for our Trainees attendance. In the event that funding is withdrawn, measures will need to be considered as to how to secure the long term sustainability of our charity.

Our café remains closed for the foreseeable future as we will need to use this space to accommodate one of the Trainee "bubbles". This is a financial loss to us as the Café has been increasingly successful, however, it is more important to keep all safe rather than someone inadvertently bringing Covid-19 on site and having to close the site down for self-isolation, deep cleaning etc.

Spadework continue to provide the very best care, support and meaningful opportunities, both in person and virtually to our Trainees. We endeavour to carry on fundraising for our Master Plan and believe that with additional restricted donations we will be able we can continue to carry out building work to improve the lives and aspirations of our Trainees. We are unlikely to be able to host the same number of Trainees on site while social distancing is a way of life, as a result we are actively exploring different funding options for 2020 and beyond. Our future success and sustainability is intrinsically linked with the number of vulnerable adults that are able to be on site at any one time, as a result Spadework will need to consider how we adapt and diversify given the current pandemic. We remain committed to providing the very best care and support to our trainees and members of the wider community.

Financial Review

a. Reserve policy

Our objective is to achieve a position where the income from local authority grants and from the supporting activities meet the full operational costs of the charity, allowing all donations to be used for new capital projects and to allow for the creation of a reserve fund. Over the last few years our dependence on donations to cover operational shortfalls has been reducing. We would ideally like to build a reserves buffer of around £150,000 to enable the charity to continue operating whilst we achieve this goal.

Total income increased by nearly £367,509 in the year including a fantastic increase of £99,206 in donations and legacies. Income excluding donations and legacies totalled £1,017,502, expenditure totalled £1,077,650, generating a surplus of £179,881.

General reserves at 31 December 2019 amounted to £200,787 (2018 - £70,901), designated funds totalled £183,797 (2018 - £171,632) and restricted funds were £102,048 (2018 - £64,218) giving total funds of £486,632 (2018 - £306,751). At 31 December 2019, net current assets totalled £361,412 (2018 - £185,954).

The additional amount of general funds are deemed appropriate to be holding given the need to ensure there is access to unrestricted liquid funds in a time of uncertainty due to COVID-19.

b. Principal funding

Spadework's revenue is generated from three sources; payments for our Trainees to attend our Day Opportunity Service, income generated from our public facing services (Garden Centre, Café, Farm Shop, Log Deliveries et al), and charitable grants and donations. The principal funders in 2019 for the Trainee contract funding continues to be Kent Social Services and Medway Council. Funding from these sources has remained significantly below the full cost of training for some years, however, as a result of a number of positive negotiations both Kent County Council and Medway Unitary Authority agreed to increase their unit cost rate.

We appreciate the belief that our partners in both Kent County Council and Medway Unitary Authority have shown and their positive approach to these negotiations.

We were also extremely fortunate to receive grants and donations totalling £240,029 from organisations and individuals. In 2019 we received a total of £160,467 restricted and £79,562 unrestricted funds.

Structure, governance and management

a. Company status

Spadework Ltd is a charitable company limited by guarantee with no share capital. The company was incorporated on 30 May 1984 and is governed by its Memorandum and Articles of Association.

b. Governance and internal control

The Board of Trustees is responsible for selecting and recruiting suitably skilled Trustees. One third of the Trustees retire from office at each Annual General Meeting. A retiring trustee is eligible for re-election, and there is no limit on the number of times a trustee may be re-elected.

In 2019 the Trustees due to retire by rotation were Trevor Brazier and Peter Reeves, both were willing to stand for re-election and were duly re-elected.

Karen Osborn retired from the board on the 3rd May 2019.

The Trustees serve on an unpaid voluntary basis and meet bimonthly or more frequently as necessary.

c. Risk management

The Trustees have assessed the major risks to which the charity is exposed and, in particular, those related to the operations and finances of the charity. They are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

The Trustees have developed a formal risk management process to assess business risks and implement risk management strategies. This involves reviewing the risks the charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks in line with a risk profile accepted by the board.

The most significant risk facing the charity is a reduction in our funding. A reduction in income would impact on the charity's ability to continue to operate. In terms of mitigating the risk, we strive to ensure that the income derived from our Day Opportunity Services and other supporting activities are maximised and that we are working towards identifying new funding streams.

Plans for future periods

a. Future developments

The Trustees believe that Spadework continues to deliver an essential and valued service for its service users and seeks:

- to ensure that Spadework provides effective and value for money services in critical areas for Trainees and other customers;
- to investigate additional methods of sustainable funding to safeguard the future of the charity;
- ensure that the supporting primary trading activities are efficient and maximise their income potential;
- ensure that there are the correct levels of Staff on-site;
- to ensure and protect Spadework's long-term future;
- to invest in our environment;
- to ensure that Spadework is a safe, supportive and happy environment;
- to work collaboratively with other local charities, social groups and (primary) schools;
- to focus on community outreach and integration with local stakeholders, allowing our Trainees to interact with members of the local community, both at Spadework and in the community itself.

In this way the Trustees will continue to build on the strong foundation established within Spadework for the benefit of our service users.

Trustees' responsibilities statement

The Trustees (who are also directors of Spadework 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).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the 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 judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

Trustee Report
For the year ended 31 December 2019

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

Disclosure of information to auditor

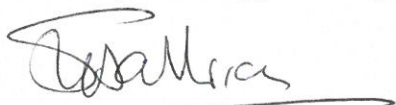
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditor in connection with preparing its report and to establish that the charitable company's auditor is aware of that information.

Auditor

The auditor, Kreston Reeves LLP, has indicated its willingness to continue in office.

This report was approved by the Trustees on 28/09/2020 and signed on their behalf by:



S Murray
Chairman

Spadework Limited
(A company limited by guarantee)

Independent auditor's report to the Members of Spadework Limited

Opinion

We have audited the financial statements of Spadework Limited (the 'charitable company') for the year ended 31 December 2019 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2019 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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.

Spadework Limited
(A company limited by guarantee)

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

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.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

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

Responsibilities of trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the 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.

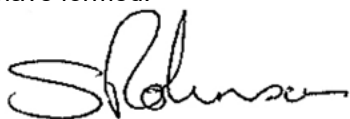
Auditor's responsibilities for the audit of the financial statements

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. 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



S M Robinson BA FCA FCIE DChA MCMl (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

Chatham Maritime

Date: 29 September 2020

Spadework Limited
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
for the year ended 31 December 2019

	Note	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Income from:					
Donations and legacies	3	79,562	160,467	240,029	140,823
Charitable activities	4	1,000,793	-	1,000,793	738,532
Fundraising	5	16,629	-	16,629	10,648
Investments	6	80	-	80	19
Total income		1,097,064	160,467	1,257,531	890,022
Expenditure on:					
Raising funds		5,636	-	5,636	4,453
Charitable activities	8	994,651	77,363	1,072,014	857,088
Total expenditure		1,000,287	77,363	1,077,650	861,541
Net income		96,777	83,104	179,881	28,481
Transfers between funds	17	45,274	(45,274)	-	-
Net movement in funds		142,051	37,830	179,881	28,481
Reconciliation of funds:					
Total funds brought forward		242,533	64,218	306,751	278,270
Net movement in funds		142,051	37,830	179,881	28,481
Total funds carried forward		384,584	102,048	486,632	306,751

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 45 to 59 form part of these financial statements.

Spadework Limited
(A company limited by guarantee)
Registered number: 01820460

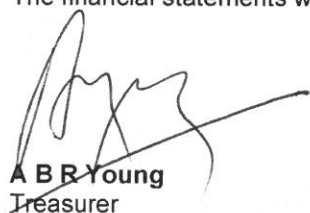
Balance sheet
as at 31 December 2019

	Note	2019 £	2018 £
Fixed assets			
Tangible assets	11	215,570	210,698
		<u>215,570</u>	<u>210,698</u>
Current assets			
Stocks	12	68,194	51,687
Debtors	13	210,247	96,595
Cash at bank and in hand		186,100	117,353
		<u>464,541</u>	<u>265,635</u>
Creditors: amounts falling due within one year	14	(103,129)	(79,681)
Net current assets		<u>361,412</u>	<u>185,954</u>
Total assets less current liabilities		<u>576,982</u>	<u>396,652</u>
Creditors: amounts falling due after more than one year	15	(90,350)	(89,901)
Total net assets		<u><u>486,632</u></u>	<u><u>306,751</u></u>
Charity funds			
Restricted funds	17	102,048	64,218
Unrestricted funds	17	384,584	242,533
Total funds		<u><u>486,632</u></u>	<u><u>306,751</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:


A B R Young
Treasurer

Date: **28 September 2020**

The notes on pages 45 to 59 form part of these financial statements.

Spadework Limited
(A company limited by guarantee)

Statement of cash flows
for the year ended 31 December 2019

	Note	2019 £	2018 £
Cash flows from operating activities			
Net cash used in operating activities	20	<u>106,937</u>	<u>27,425</u>
Cash flows from investing activities			
Proceeds from the sale of tangible fixed assets		-	1,000
Purchase of tangible fixed assets		<u>(33,799)</u>	<u>(29,768)</u>
Net cash used in investing activities		<u>(33,799)</u>	<u>(28,768)</u>
Cash flows from financing activities			
Cash inflows from new borrowing		-	100,000
Repayments of borrowing		<u>(4,391)</u>	<u>(708)</u>
Net cash (used in)/provided by financing activities		<u>(4,391)</u>	<u>99,292</u>
Change in cash and cash equivalents in the year		68,747	97,949
Cash and cash equivalents at the beginning of the year		<u>117,353</u>	<u>19,404</u>
Cash and cash equivalents at the end of the year	21	<u><u>186,100</u></u>	<u><u>117,353</u></u>

The notes on pages 45 to 59 form part of these financial statements

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
for the year ended 31 December 2019

1. General information

Spadework Limited is a company limited by guarantee in the United Kingdom. In the event of the Charitable Company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charitable Company. The address of the registered office is given in the Charity information on page 1 of these financial statements. The nature of the Charitable Company's operations and principal activities are set out on page 2.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The company has elected to apply all amendments to FRS 102, as set out in the Financial Reporting Council's triennial review published in December 2017, and included in Update Bulletin 2 to the Charities SORP (FRS 102), prior to mandatory adoption for accounting periods beginning on or after 1 January 2019.

Spadework Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

After reviewing the Charity's forecasts and projections, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

2.3 Income

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the company, can be reliably measured.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Notes to the financial statements
for the year ended 31 December 2019

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure on raising funds includes all expenditure incurred by the company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- Nil
Site improvements	- 5% straight line
Buildings	- 5% straight line
Motor vehicles	- 25% reducing balance
Fixtures and fittings	- Various rates depending on the estimated useful life of the asset

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

Notes to the financial statements
for the year ended 31 December 2019

2. Accounting policies (continued)

2.9 Debtors

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

2.10 Cash at bank and in hand

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

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.12 Financial instruments

The 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.14 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Spadework Limited
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Notes to the financial statements
for the year ended 31 December 2019

3. Income from donations and legacies

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Donations	79,562	160,467	240,029

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £
Donations	94,096	46,727	140,823

4. Income from charitable activities

	Unrestricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Charitable activities	1,000,793	1,000,793	738,532

. Charitable activities

	Unrestricted funds 2019 £	Total funds 2019 £
Horticulture / Nursery	167,288	167,288
Catering	187,009	187,009
Farm Shop	95,031	95,031
Logs	34,569	34,569
Other Activities	35,967	35,967
Sponsorship - Kent County Council	221,705	221,705
Sponsorship - Medway Council	76,714	76,714
Sponsorship - Private	182,510	182,510
	1,000,793	1,000,793

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Notes to the financial statements
for the year ended 31 December 2019

	Unrestricted funds 2018 £	Total funds 2018 £
Horticulture / Nursery	111,583	111,583
Catering	107,733	107,733
Farm Shop	80,768	80,768
Logs	24,280	24,280
Other Activities	29,847	29,847
Sponsorship - Kent County Council	183,274	183,274
Sponsorship - Medway Council	57,589	57,589
Sponsorship - Private	143,458	143,458
	<u>738,532</u>	<u>738,532</u>

5. Fundraising income

	Unrestricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Fundraising events	16,629	16,629	10,648
	<u>16,629</u>	<u>16,629</u>	<u>10,648</u>

6. Investment income

	Unrestricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Bank interest	80	80	19
	<u>80</u>	<u>80</u>	<u>19</u>

7. Costs on raising funds

	Unrestricted funds 2019 £	Total funds 2019 £
Fundraising events	5,636	5,636
	<u>5,636</u>	<u>5,636</u>

Spadework Limited
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Notes to the financial statements
for the year ended 31 December 2019

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Charitable activities	994,651	77,363	1,072,014

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £
Charitable activities	781,345	75,743	857,088

Charitable activities

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Trainee costs	38,975	-	38,975
Other staff costs	4,815	-	4,815
Vehicle costs	7,702	-	7,702
Office costs	53,673	-	53,673
Professional costs	10,946	-	10,946
Site costs	58,694	35,291	93,985
Bank interest	5,538	-	5,538
Stock purchases	236,713	-	236,713
Auditors remuneration	3,801	-	3,801
Wages and salaries	506,050	34,779	540,829
National insurance	34,170	-	34,170
Pension costs	11,940	-	11,940
Depreciation	21,634	7,293	28,927
	994,651	77,363	1,072,014

Spadework Limited
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Notes to the financial statements
for the year ended 31 December 2019

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £
Trainee costs	20,131	-	20,131
Other staff costs	5,067	-	5,067
Vehicle costs	9,234	-	9,234
Office costs	29,271	-	29,271
Professional costs	9,806	-	9,806
Site costs	36,131	67,670	103,801
Bank interest	1,578	-	1,578
Stock purchases	178,067	-	178,067
Loss on disposal of fixed assets	1,730	-	1,730
Auditors remuneration	3,722	-	3,722
Wages and salaries	432,670	-	432,670
National insurance	28,405	-	28,405
Pension costs	6,640	-	6,640
Depreciation	18,890	8,076	26,966
	<u>781,342</u>	<u>75,746</u>	<u>857,088</u>

9. Staff costs

	2019 £	2018 £
Wages and salaries	540,829	432,670
Social security costs	34,170	28,405
Contribution to defined contribution pension schemes	11,940	6,640
	<u>586,939</u>	<u>467,715</u>

The average number of persons employed by the company during the year was as follows:

	2019 No.	2018 No.
Support Workers	19	17
Administrators	4	6
Managers	6	6
Weekend Staff	10	3
	<u>39</u>	<u>32</u>

**Notes to the financial statements
for the year ended 31 December 2019**

9. Staff costs (continued)

The average headcount expressed as full-time equivalents was:

	2019 No.	2018 No.
Support Workers	15	11
Administrators	2	2
Managers	6	5
Weekend Staff	2	-
	25	18

No employee received remuneration amounting to more than £60,000 in either year.

During the year the charity's key senior management personnel received employee benefits (as defined by the Charities SORP FRS102) of £137,662 (2018: £123,662), including employer's national insurance contributions of £11,973 (2018: £10,365).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2018 - £NIL).

During the year ended 31 December 2019, no Trustee expenses have been incurred (2018 - £NIL).

11. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation				
At 1 January 2019	690,677	24,624	178,712	894,013
Additions	24,875	-	8,924	33,799
At 31 December 2019	715,552	24,624	187,636	927,812
Depreciation				
At 1 January 2019	523,098	20,889	139,328	683,315
Charge for the year	16,325	924	11,678	28,927
At 31 December 2019	539,423	21,813	151,006	712,242
Net book value				
At 31 December 2019	176,129	2,811	36,630	215,570
At 31 December 2018	167,579	3,735	39,384	210,698

Spadework Limited
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Notes to the financial statements
for the year ended 31 December 2019

12. Stocks

	2019 £	2018 £
Closing stock	68,194	51,687

13. Debtors

	2019 £	2018 £
Due within one year		
Trade debtors	72,806	29,563
Other debtors	-	2
Prepayments and accrued income	137,441	67,030
	210,247	96,595

14. Creditors: Amounts falling due within one year

	2019 £	2018 £
Bank loans	4,551	9,391
Trade creditors	73,854	48,366
Other taxation and social security	15,599	14,422
Pension fund loan payable	2,758	1,515
Accruals and deferred income	6,367	5,987
	103,129	79,681

Notes to the financial statements
for the year ended 31 December 2019

15. Creditors: Amounts falling due after more than one year

	2019 £	2018 £
Bank loans	90,350	89,901

Included within the above are amounts falling due as follows:

Between two and five years

Bank loans	21,457	37,562
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Over five years

Bank loans	68,893	52,339
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Included in creditors is a loan from Natwest Bank, payable over 10 years at a fixed rate of 5.74% pa over the Bank's base rate. During the fixed rate period monthly instalments of £827.46 will be payable, with the balance of the loan being due as a final instalment.

16. Financial instruments

	2019 £	2018 £
Financial assets		
Financial assets measured at amortised cost	305,120	167,165

	2019 £	2018 £
Financial liabilities		
Financial liabilities measured at amortised cost	82,979	55,868

Financial assets measured at amortised cost through income and expenditure comprise cash, trade debtors, other debtors and accrued income.

Financial liabilities measured at amortised cost comprise trade creditors, other creditors and accruals.

Notes to the financial statements
for the year ended 31 December 2019

17. Statement of funds

Statement of funds - current year

	Balance at 1 January 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2019 £
Designated funds					
Fixed Asset Fund	171,632	-	-	12,165	183,797
General funds					
General Fund	70,901	1,097,064	(1,000,287)	33,109	200,787
Total Unrestricted funds	242,533	1,097,064	(1,000,287)	45,274	384,584
Restricted funds					
General Capital Fund	25,152	66,467	(24,622)	(45,274)	21,723
Buildings Fund	39,066	-	(7,293)	-	31,773
Global Make Some Noise	-	94,000	(45,448)	-	48,552
Total Restricted funds	64,218	160,467	(77,363)	(45,274)	102,048
Total of funds	306,751	1,257,531	(1,077,650)	-	486,632

Notes to the financial statements
for the year ended 31 December 2019

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 January 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2018 £
Designated funds					
Fixed Asset Fund	163,592	-	-	8,040	171,632
General funds					
General Fund	19,315	843,295	(785,798)	(5,911)	70,901
Total Unrestricted funds	182,907	843,295	(785,798)	2,129	242,533
Restricted funds					
General Capital Fund	48,224	46,727	(67,670)	(2,129)	25,152
Buildings Fund	47,139	-	(8,073)	-	39,066
Total Restricted funds	95,363	46,727	(75,743)	(2,129)	64,218
Total of funds	278,270	890,022	(861,541)	-	306,751

The designated **Fixed Asset Fund** represents the net book value of the charity's fixed assets, excluding the value of the restricted Buildings Fund.

The restricted **Capital Fund** accounts for donations resulting from appeals for the purchase of capital equipment and, from time to time, funds received for specified 'revenue' purposes. The funds are restricted when received, but once the relevant items of equipment have been purchased, or the relevant expenditure incurred, they are available for the general purpose of the charity. Accordingly the restriction no longer applies, and the balance can be transferred to the General Fund. The balance on this fund at the year end thus represents donations received but not yet expended.

The restricted **Buildings Fund** accounts for 'lottery' grants from the Community Fund, expended on buildings and equipment. In accordance with the terms of those grant, there are restrictions on use of those assets which can apply for anything up to 80 years. Accordingly, transfers are made so that the balance on this fund is equal to the net book value of the buildings and equipment to which such restrictions apply.

The restricted **Global Make Some Noise Fund** accounts for a grant awarded during 2019 with the first two installments received in 2019 and the remaining two due to be received in 2020. The amounts to be received are accounted for as a debtor.

Notes to the financial statements
for the year ended 31 December 2019

18. Summary of funds

Summary of funds - current year

	Balance at 1 January 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2019 £
Designated funds	171,632	-	-	12,165	183,797
General funds	70,901	1,097,064	(1,000,287)	33,109	200,787
Restricted funds	64,218	160,467	(77,363)	(45,274)	102,048
	306,751	1,257,531	(1,077,650)	-	486,632

Summary of funds - prior year

	Balance at 1 January 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2018 £
Designated funds	163,592	-	-	8,040	171,632
General funds	19,315	843,295	(785,798)	(5,911)	70,901
Restricted funds	95,363	46,727	(75,743)	(2,129)	64,218
	278,270	890,022	(861,541)	-	306,751

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	183,797	31,773	215,570
Current assets	394,266	70,275	464,541
Creditors due within one year	(103,129)	-	(103,129)
Creditors due in more than one year	(90,350)	-	(90,350)
Total	384,584	102,048	486,632

Notes to the financial statements
for the year ended 31 December 2019

19. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £
Tangible fixed assets	171,632	39,066	210,698
Current assets	240,483	25,152	265,635
Creditors due within one year	(79,681)	-	(79,681)
Creditors due in more than one year	(89,901)	-	(89,901)
Total	242,533	64,218	306,751

20. Reconciliation of net movement in funds to net cash flow from operating activities

	2019 £	2018 £
Net income for the year (as per Statement of Financial Activities)	179,881	28,481
Adjustments for:		
Depreciation charges	28,927	26,966
Loss on the sale of fixed assets	-	1,835
Increase in stocks	(16,507)	(9,507)
Increase in debtors	(113,652)	(22,475)
Increase in creditors	28,288	2,125
Net cash provided by operating activities	106,937	27,425

21. Analysis of cash and cash equivalents

	2019 £	2018 £
Cash in hand	186,100	117,353

Notes to the financial statements
for the year ended 31 December 2019

22. Analysis of Net Debt

	At 1 January 2019 £	Cash flows £	At 31 December 2019 £
Cash at bank and in hand	117,353	68,747	186,100
Debt due after 1 year	(89,901)	(449)	(90,350)
Debt due within 1 year	(10,906)	3,597	(7,309)
	<u>16,546</u>	<u>71,895</u>	<u>88,441</u>

23. Pension commitments

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £11,940 (2018 - £6,640). Contributions totalling £2,758 (2018 - £1,515) were payable to the fund at the balance sheet date and are included in creditors.

24. Operating lease commitments

At 31 December 2019 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2019 £
Not later than 1 year	<u>2,475</u>

25. Related party transactions

There were no related party transactions during the 2019 financial year (2018: £Nil).

26. Post balance sheet events

Since the balance sheet date there has been a global outbreak of the pandemic COVID-19. It is not yet clear how long the pandemic will last and what the medium to long term effect it will have on the Charity. The Charity is continually monitoring the impact of the pandemic and UK Government's advice and guidance regarding COVID-19 and will continue to make necessary adjustments to manage the risk and to ensure the long term financial security of the Charity.

27. Controlling party

The charitable company is controlled by its members.