



Trustees' Report and Financial Statements For Year Ended 31 December 2018



Registered Charity Number 291198

Registered Company number 01820460

Spadework Ltd (A company limited by guarantee)



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

Charity Registered Number

291198

Company Registered Number

01820460

Registered office

Teston Road
Offham
West Malling
Kent, ME19 5NA

Chairman

Susan Murray

Treasurer

Anthony Young

Company secretary

Anthony Young

Trustees

Name	Date First Appointed
Peter Reeves	20/05/04
Trevor Brazier	23/11/09
Karen Osborn	29/03/10
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

Chief Executive Officer

Kris Healey

Independent auditor

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

Bankers

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



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Chairman Introduction – Sue Murray



I had the great good fortune in taking over the Chairmanship from George Harvey last June, a somewhat hard act to follow but I'm delighted that we have not lost George's expertise altogether as he has agreed to become a patron of Spadework - more of that later.

As ever, adequate funding remains a hot topic of conversation in the Board Room and elsewhere with the shortfall in funding of each trainee by Kent Social Services being difficult to bridge on some occasions. However, we have managed to keep our heads above the water with the aid of a long-term loan from our bankers. We have also received considerable financial help from a number of organisations and donors as well as sound advice from others, my grateful thanks to all.

Kris Healey has gone from strength to strength and his ideas just keep on coming - take a look at our revamped café and patio area as just one example. Our fundraisers too are both switched on and go-getters and have had many successes.

Our Trustees Annual Report together with the Financial Statement of Spadework for the financial year 1 January 2018 to 31 December 2018 makes for good reading.

(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 Horticulture, Gardening, Retail Management, Catering, Information Technology, Woodwork, Arts, Crafts, Hobbies, Health, Wellbeing and Life skills. Spadework provides a plethora of different experiences to allow our service users (Trainees) to reach their full potential and gain the skills needed to reach their full potential.

b. Public benefit

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

Based in North West Kent Spadework 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 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 delivered within a safe and stimulating environment. Our Trainees can experience a life where they get satisfaction from participating in these activities, being treated with respect and resulting in measurable outcomes which are heavily focussed on impact. For the Trainees, having the opportunity to come to Spadework contributes to their well-being in many ways, they are provided with the opportunity to forge new friendships and social skills, they are able to apply, learn and develop new skills, experience activities that would not previously have been afforded to them and receive rewarding, satisfying and meaningful opportunities and experiences.

As explained within this document Spadework seeks to offer vulnerable adults a safe place in which they can grow, both as individuals and as a team, forming friendships and rising to the challenges of the various activities on-site, hereby allowing them to return to their home, or assisted living space with a sense of satisfaction and worth. Our Trainees have a lot to offer and it is our aim, through the expert tutelage of our Staff and Volunteers, to help them to realise their full potential, by exposing them to many experiences in a safe and stimulating space.

Our Staff and Volunteers have a wide range of life experiences and professional skills themselves. We are lucky to have many energetic, resourceful and inspiring individuals all of whom are committed to achieving our vision for our Trainees. Spadework runs through their veins. One of our Staff Members recently said, "Spadework captures your heart and soul". We are always looking for people with skills and wisdom to share and many of them are amazed by what they too experience at Spadework. At the heart of a rural community, Spadework offers local people a refreshing place to come and meet friends, re-charge



batteries and enjoy the interaction with our Trainees. One of the most important facets of Spadework is the opportunity to interact with the local community in an environment that they feel comfortable with. Whether it be serving customers in our Café, Garden Centre or Shop, hosting a Coffee Morning, a Workshop or an Open Day, or chatting to the public in the courtyard, out on log deliveries or providing a mobile gardening service, Spadework provides our Trainees with the opportunities to collaborate and communicate with members of the local community.

Without Spadework our Trainees would find it difficult to find meaningful opportunities and the wider community would also experience the loss of a very special place. The combined efforts of Staff, Volunteers and the local community have created a place that has delighted many people for thirty-five years. Now with urbanisation around us, for example, with the growth of Kings Hill, our place in the community and the opportunities we offer our Trainees in an increasingly fast paced and sometimes confusing world, are arguably even more valuable.

It is fair to say that if Spadework did not exist then our Trainees would struggle to find their place in the world, they would be unable to unlock their hidden potential and would be resigned to experience a life without the splendour of opportunities, mixed experiences, new skills and would miss out on all the joy that Spadework has brought to their lives. Spadework is more than just a five-acre site, it is a safe and stimulating environment, it is a place where people, as well as produce, grows and flourishes and finally it is a place where the seeds of opportunity are sown. Spadework may be thirty-five years old in 2019, but our hunger, passion and pride to continuously evolve, develop and provide our Trainees with the very best of experiences has never been stronger. We look forward to another thirty-five years, and beyond, and firmly believe 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, Funders and Foundations, as well as our wonderful cohort of Trainees and their support networks, that we will continue to grow from strength to strength. Without this continued support Spadework would be unable to function and would certainly not be able to provide the specifically tailored, robust, uplifting and consistent level of care that we have done since our inception. Three of our Trainees have now been attending Spadework for over thirty years, an amazing statistic that outlines how highly regarded and just how important our charity is.

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 a good employer with a happy, motivated and appropriately skilled staff team.



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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.

Achievements and performance

a. Key financial performance indicators

Despite the Staff and the 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 therefore remain reliant on generating income from our supporting activities in the Garden Centre, Café, Farm shop, 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 our control, including the weather and the economic climate.

As such, 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, which equates to 230 a 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 and Malling since May 2015 and since June 2017 has served as Chair of the Foreign Affairs Committee

In 2018 Spadework was fortunate to appoint both George Harvey and Stephen Betts as Patrons. George Harvey is a former General Manager, Trustee and Chairman of Spadework and continues his thirty year association with us.

Stephen Betts is the Managing Director 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.



c. 2018 Staffing

Table A

This table highlights the total number of Staff employed by Spadework for the period 1st January 2018 to 31st December 2018.

Staff Type	Number of Staff
Full Time	13
Part Time	26
Total	39
Full Time Equivalent	18.30

Table B

This table highlights the total number of starters and leavers for the period 1st January 2018 to 31st December 2018.

Starters	Number of Staff
Full Time	4
Part Time	13
Total	17
Leavers	Number of Staff
Full Time	2
Part Time	4
Total	6

Staff Awards

In 2018 we introduced four Spadework Impact awards for Staff and Volunteers to recognise outstanding achievement. They are voted for by Staff and presented informally by the Chief Executive Officer at a team meeting.



d. 2018 Volunteers

Table C

This table highlights the approximate number and value of Volunteer hours donated to Spadework

Type of Volunteering Activity	Number of Volunteers	Approximate Number of Volunteering Hours per year	Value based upon Minimum Wage @ 7.83 per hour	Value based average professional Wage @ £23 per hour
Trustees	9	162		3,726
Café	3	468	3,664	
Craft	2	624	4,886	
Horticulture	11	1,716	13,436	
Other	10	180	1,409	
Special Event	0	0	0	
Friends of Spadework	7	714	5,591	
Subtotal			£28,987	£3,726
Total	42	3,864	£32,713	

e. 2018 Achievements and Awards

In 2018 Spadework was the recipient of four awards. We won the Taste of Kent – Kent Countryside Community Award; and the Kent Life – Kent Community Garden of the Year. We were also awarded the KM Charity Mark (Gold) and were runner up in Kent Life's Kent Farmers' Market of the Year.

Spadework was also appointed as a chosen charity for two organisations – Global's Make Some Noise and Heart FM Kent.

Not only do these awards highlight the highest standard of achievement by our teams, but also the Global's Make Some Noise award means that between 2019 and 2021 Spadework are likely to receive funding for a community outreach project, which will see our Trainees take their skills into the community, most notably to primary schools. Achieving awards is fantastic public recognition for what we do and

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significantly raises our profile within the county and indeed nationally, but once the moment of celebration and recognition has passed remaining true to our mission of delivering meaningful opportunities for our Trainees is at the heart of what we do.



f. AGM Celebration Day 2018

For the first time we combined our Annual General Meeting with an Open Day using the opportunity to invite Staff, Volunteers, Members, Trustees, Dignitaries, members of the public and local media to come along and visit our site, to see and hear what we had been doing in the last 12 months. We were delighted to welcome four Mayors, or their Deputies, on-site and members of the public were also able to meet our Trustees, Volunteers, Staff and Trainees. Chairman Sue Murray said: "It was terrific. I had no idea how it would pan out from the Agenda, but it was wonderful. It was a great experience for everyone who came."



g. Review of activities

Spadework first opened its doors in 1984, in that time a great many Trainees have attended our Day Opportunity Services. Providing a quality service for that length of time is something to be immeasurably proud of and in 2018 three of our Trainees reached the milestone of attending our services for 30 years. This highlights just how unique Spadework is and is certainly something to be celebrated. At present, the average number of years our Trainees have attended our services is 8.8 years. When taking into account the number of new Trainees we have taken on in recent years, it really does highlight the tremendous loyalty, enthusiasm and value our Trainees place on attending Spadework.

In 2018 Spadework provided 73,451 hours of care, support and work-based training at our Day Opportunity Service to 111 adults with learning and other disabilities living in Kent. The main areas of activities include Horticulture, Gardening, Fruit and Vegetable Production, Food Preparation, Cookery, Customer Service, Table Service, Retail Management, IT, Woodwork, Arts and Crafts.



Table D

This table highlights the number of unique individuals accessing our Day Opportunity Services and our Mini Bus Transport Services.

Total number of unique individuals across all contracts accessing Spadework's Day Opportunity Services in 2018	Total number of unique individuals across all contracts accessing Spadework's Mini Bus Transport Service in 2018
111	13

In 2018, Spadework achieved a percentage fill rate of 94.02% (based on a maximum of 43 Trainees attending Spadework on each week day throughout the year), finishing the year with a percentage fill rate of 101.77%. This means that out of the 11,180 days that our Trainees could have attended our Day Opportunity Service in 2018, we were successfully able to provide 10,493 days of meaningful activities and opportunities at our site in Offham.

Between January 2018 and August 2018 Spadework continued to provide our Mini Bus Transport Service to those Trainees that live in and around the Medway area. From August 2018 to date, this Mini Bus Transport Service was outsourced to Roseways Coaches, who provide this transport three days a week. Transport was provided to 13 individuals, making use of the service 1,241 times between them in 2018.

Table E

This table highlights monthly statistics relating to the provision of Spadework's Day Opportunity Service for 2018

Month	Number of Service Users Attending Each Month	Total Number of Monthly Attendances	Total Monthly % Fill Rate	Max Number of Monthly Places	Number of Hours per Month	Full Time Equivalent (FTE) per Month
Jan-18	92	869	91.86%	946	6083	39.50
Feb-18	92	791	91.98%	860	5537	39.55
Mar-18	92	871	92.07%	946	6097	39.59
Apr-18	92	816	90.37%	903	5712	38.86
May-18	92	908	91.81%	989	6356	39.48
Jun-18	93	822	91.14%	903	5754	39.19
Jul-18	93	872	92.49%	946	6104	39.77
Aug-18	92	904	92.42%	989	6328	39.74
Sep-18	93	819	95.70%	860	5733	41.15
Oct-18	96	964	97.47%	989	6748	41.91
Nov-18	100	938	99.15%	946	6566	42.64
Dec-18	101	919	101.77%	903	6433	43.76

Table F

This table highlights annual statistics relating to the provision of Spadework's Day Opportunity Service for 2018

2018 Yearly Hours Total	2018 Yearly # Attendances	2018 Yearly Average % Fill Rate	2018 Yearly Average FTE	Number of New Trainees Starting in 2018	Number of New Trainees Leaving in 2018
73,451	10,493	94.02%	40.43	16	11

Horticulture Department

At Spadework we divide our Horticulture Department into smaller sections, each with a lead Staff member. Our Garden Centre is open seven days a week to members of the public and five days a week provides work-based opportunities for our Trainees. Although overall turnover was down 7.3% (year on year) from £120,332 to £111,583, this was in no small part due to the weather, with a cold snowy start to the year, a wet spring and then an extremely hot summer. We buy in plants, shrubs, trees, bulbs, containers and baskets, fertilisers and chemicals, as well as growing our own plants on-site.



The team in what we call 'The Potting Shed' is responsible for planting and growing many of the plants we sell in the Garden Centre as well as gardening around the site. One of the reasons Spadework won the Taste of Kent Countryside Community Garden Award was due to the hard work of the Potting Shed and Gardening teams.



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In the Glasshouse the team plant and nurture seeds, tend to our delicate plants and prune and tidy up plants for sale. In 2018 the team also used flowers grown in the Cutting Garden Area to produce gorgeous bouquets which were made by our Trainees and sold on-site. Several customers ordered bespoke arrangements, including flowers for one wedding, and we will further promote this in 2019. Several local businesses, like Kings Hill Golf Club and individual customers ordered bespoke hanging baskets and planted containers from us. Our Trainees help us to make these.



In 2018 our Vegetable Garden was extended thanks to the generous donation of Kent Community Foundation (KCF) and Tesco Bags of Help. We built a bird proof cage and installed weed suppression and irrigation material. We have grown an amazing 20,000 plants from seed, showcasing a huge variety of winter greens. Also, with this new space we can grow crops all year round, with careful crop rotation and our home-produced mulch and compost. This has also given our Trainees the opportunity to experience growing, preparing and cooking healthy food as we have used more of our own produce in our Café. We have also grown several varieties of pumpkins, including Warty Goblins, Flying Saucers, Goblin Eggs and Daisies to name but a few and with further funding in place from KCF, we have plans to extend this area in 2019.



In March we won a special award from Kent Life - Community Garden of the Year Award. We were one of ten finalists, the other nine were all from the private sector. The team of five judges visited Spadework and were impressed, however commented that it was difficult to compare us to the other finalists, resulting in them giving us our own special award, the unique Community Award. This was the result of all the dedicated work of our Horticultural Staff, Volunteers and Trainees.



The Cold Store continues to be the place where we prepare the freshly harvested produce from the Vegetable Garden. Our Trainees chop, wash and pack produce grown on-site. In 2018 we supplied greens and vegetables to a gastro-pub, The Swan in West Malling, and its sister restaurant, Amano. The Swan also supports Spadework giving us a generous donation from their summer social event. Their continued support means an awful lot to us and we are really grateful to work in partnership with such a fantastic local restaurant.

Logs and Offsite Gardening Department

2018 was a year when Spadework exponentially increased the take-up of our log sales and stacking service. A new website was launched in August 2018 to promote the service, a “Logs at Spadework” logo was developed with new flyers. We experienced a 286% increase in log sales compared to the previous 12 months. Our customers are always delighted with the service our Trainees provide, the stacking service we offer is highly personable and highly valued.



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One customer said: “What a brilliant service and the lovely people who delivered and stacked the logs were very professional.”

We worked with our Trainees to calculate that if all of the logs that were sold in 2018 were lined up length ways they would stretch from our site in Offham all the way to Canterbury!

After speaking to a number of our Trainees, they have coined the phrase “get cracking with the stacking”, which illustrates their love of not only delivering logs but also learning the art of stacking them. As well as “sowing the seeds of opportunities”, our Log Delivery Teams have started using the strapline “logging into potential”, which really does evidence how important our log deliveries have become to our extensive list of services. One of the key messages that we have promoted to our clients is that they are able to keep warm while supporting a local charity at the same time.

Our off-site Gardening Service was launched with funding from The Chapman Charitable Trust and The Margaret Dobson Further Education Trust. Our team visited 10 homes providing 101 hours of gardening. This service is invaluable to the local community and the Trainees enjoy gardening in new surrounds. It is a great way of introducing them to new environments where they use the skills they have learned on-site. Dependent on the situation of the garden, and therefore the number of the Trainees able to work off-site, on average 5 trainees attend each gardening visit. To date 38 Trainees have taken part in offsite gardening activities.

Café Department

In September, we made the decision to take back responsibility for running the Cafe at weekends. In 2017 a third party rented the Café Saturday and Sunday. We raised £20,000 to refurbish the Café. New French windows and a patio on the east side have created a more inviting venue in both summer and winter. These actions have paid dividends, resulting in a 23% increase in income year on year. Our Trainees continue to assist in the Café during weekdays, waiting tables, washing up, and preparing cakes, jams and chutneys. At weekends our Staff have provided an excellent service that has been well rated on Trip Advisor.



A customer wrote: “I am a fanatical food reviewer, over 1100 reviews on Trip Advisor, from cafes to 3 Michelin stars. I had no preconceptions as to this venue. We both had the roast beef, which was nicely

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cooked, the potatoes were quite superb. We both had the crumble for dessert, and I can honestly say that was one of the best crumbles I have tasted. Perfect crumble with just enough fruit in it. Came nearly 30 miles for lunch. Was it worth the trip....oh yes lovely staff great food nicely decorated venue and a good cause too....what's not to like?"

The introduction of Sunday lunches in the autumn proved popular, as were our Christmas lunches. Cream Teas continue to be popular with customers, young and old, and we are committed to offering seasonal menus that attract both regular and new customers to our site.



Farm Shop Department

The Farm Shop provides our Trainees with the opportunity to learn and use retail skills. The introduction of Electronic Point of Sale (EPOS) in November was a major undertaking and was funded by a grant from The Clothworkers' Company and The Wolfson Foundation. (In 2019 EPOS will be rolled out to the Garden Centre and Café). This will enable us to manage our stock as well as offering the Trainees a new, more modern way of retailing. Reflecting a nationwide decline in high street retailing, overall sales in the Farm Shop were down 6.2% year on year. We have found new revenue opportunities, for example supplying 82 Christmas hampers as corporate gifts for a company in nearby Kings Hill.

Jenny Barrett, Research and Marketing Director, Mortgages for Business said "Returning from the Christmas break, I was delighted to find that my inbox was full of messages from happy partners and customers thanking us for the delightful hampers. So thank you everyone at Spadework for a job well done. We look forward to placing another order with you next year."

Our Farm Shop team will continue to explore this type of opportunity in the coming year as we identify a host of new corporate partnerships.



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A focus on selling Kentish produce and our home-grown vegetable boxes are ways we have identified to re-focus the retailing efforts. A proposed refurbishment of the Farm Shop is planned for 2019. This will create more space for more Trainees to be involved, with both retailing and food preparation, but we anticipate the general retailing environment and the turnover of the Shop will continue to be a major challenge in the coming year.

Woodwork, Craft & Hobbies Departments

Woodwork, Craft and Hobbies have collectively provided care to 107 Trainees. Overall sales for these three departments were up 52% from £2,938 to £4,537. We believe the quality of items produced by the Trainees in Woodwork has increased in 2018. Items like birdhouses, decorative wheelbarrows and log stores have proved popular with our customers and, despite starting work on them in July, our Christmas decorations sold out this year. Two successful wreath-making workshops open to the public and held on-site in December, tapped into a new revenue stream. More workshops led by our Horticultural Team and assisted by the Trainees will be offered to the general public in 2019.



The Trainees who participate in craft activities enjoy the happy atmosphere of the Craft shed, the companionship of fellow Trainees and learning new skills from Staff and Volunteers through the range of activities on offer. In 2018 for example, the Trainees made colourful bunting from donations of fabric, some learned to make colourful lampshades with wool and re-cycled baskets and our handmade cards always sell well in the shop.



Trainee Council

Since 2010 each year, eight Trainees are elected, by the other Trainees, to the Trainee Council. The election process enables the Trainees to experience democratic principles and develop such skills as speaking up 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 2018, 22 Trainees stood for election. The elected Council has responsibility for discussing issues, generating ideas, suggesting changes, identifying what works well, or not so well, at Spadework and helping with interviewing all new Staff and Volunteers. They also help to plan Fun Days and Sports Days.

Trainee Activities

We organised specific activity days for our Trainees. On the July 10 we held our Sports Day at which 49 Trainees, divided into teams, participated in a variety of competitively differentiated activities. Although there is a trophy for the winning Team every Trainee received a medal of participation. The annual Staff vs. Trainee football match took place, with the Trainees winning 4-3. For the first time we also held a Staff vs. Trainee Tug of War, resulting in a historic win for the Trainees.

44 Trainees attended The Fun Day, which took place on October 11. The aim of the day is to involve Trainees, Volunteers and Staff in team projects that utilise many skills. This year each group had to make a tower and a game using the items from the Fun Day Shop, bartering and haggling with the shopkeeper to get the best deal. The Tower was judged using four criteria, height, beauty, the ability to hold water in a cup for 30 seconds and the best game. The day also included a buffet lunch and then a number of fun activities and games in the afternoon, for example Table Football, Jenga and Wii Bowling.



The Trainee Christmas Party was well attended and a fantastic end to the year. In the morning there was a review of 2018 and then the Trainees split into groups to participate in a variety of activities. In the afternoon Staff and Volunteers dressed up as super heroes and cartoon characters and there was a karaoke.

The Trainees are at the heart of what we do and ensuring they continue to have quality time and meaningful experiences at Spadework, are vital. Aside from the day-to-day activities in which they are involved, we also organise more formal activities.

2018 saw an increased participation by our Trainees in sporting activities. Since May the Lawn Tennis Association (LTA) has funded weekly tennis sessions with a local coach delivering tennis play on our field. We continue to offer informal games of football at lunchtimes and providing games like giant chess and Connect 4, encourages a range of Trainees to participate in physical activity, outside of the daily care and work-based groups.

Table G

This table highlights the number of Trainees that have worked in each department throughout 2018.

Department Name	Number of Trainees working in each department in 2018
Offsite Gardening	38
Logs	50
Potting Shed	57
Hobbies	32
Top Tunnel / Garden Centre	65
Glass House	72
Veg Garden	57
Cold Store	45
Craft	25
Woodwork	53
Food Shed Café	20
Farm Shop	22



Table H

This table highlights the number of Trainee attendances to our Day Opportunity Services and provides a breakdown of their associated contract

	Number of Trainees under the Medway Unitary Authority Contract	Number of Trainees under the Old KCC Contract	Number of Trainees under the 2017 KCC Contract	Number of Trainees under a Direct Payment Private Contract
Jan-18	14.15%	48.22%	1.50%	36.13%
Feb-18	14.29%	47.41%	1.39%	36.92%
Mar-18	13.89%	47.53%	1.61%	36.97%
Apr-18	14.58%	47.67%	1.47%	36.27%
May-18	14.43%	48.35%	1.87%	35.35%
Jun-18	13.14%	47.93%	2.31%	36.62%
Jul-18	13.30%	46.90%	2.98%	36.81%
Aug-18	12.06%	48.01%	4.65%	35.29%
Sep-18	12.21%	45.05%	6.72%	36.02%
Oct-18	12.24%	44.40%	7.47%	35.89%
Nov-18	11.62%	41.90%	8.96%	37.53%
Dec-18	11.64%	42.22%	9.58%	36.56%

Table I

This table highlights the average number of days or years our Trainees have been attending our Day Opportunity Services.

Average number of Days our Trainees have been attending our Day Opportunity Services	Average number of Years our Trainees have been attending our Day Opportunity Services
3,226.6	8.8

Fundraising, donations and corporate volunteers

Over the last year, the continued generosity of a number of local benefactors, including Kent Community Foundation Vulnerable Adults Theme and Hugh Lowe Farms, allowed us to further improve the quality of our Trainee's experiences whilst at Spadework and make much needed improvements to the site itself. We have also received donations from several businesses, Trusts and Foundations including Tesco Bags of Life, The Cobtree Charity Trust, The Margaret Dobson CT and Forbes Charitable Trust.

We would like to express our gratitude to all of those who have supported us so generously during the reporting period, whether it be our fantastic Volunteers, who give up their time to help improve the lives of our Trainees; those that support us by purchasing goods and services; or those that have kindly made financial donations. Spadework would also like to express our appreciation to the Malling Lions for their continued help and support fundraising, the hours spent volunteering and the assistance in running our events.

Our efforts have focused on approaching grant makers by letter as well as working closely with Kent Community Foundation (KCF). We await the outcomes of two financially significant grant applications from LEADER, a rural development grant and Big Lottery Fund. Like many charities, we struggle to find grants that will cover running costs. While we have identified many capital and specific site projects, continuing to offer our Trainees care and meaningful work-based opportunities remains our priority.

On a corporate basis, in 2018 we were delighted to collaborate with Fidelity Investments, currently based in Tonbridge. They match-funded several Spadework events and sent two groups of Volunteers who offered invaluable assistance with some projects on our site. The total financial contribution was £13,816.

Similarly, through a combination of on-site Volunteers and match funding, a relationship with Santander raised £2,000.

Throughout the year, several Volunteers from Golding Homes came on-site to assist with projects.

Utilising relationships with some of our retail suppliers, alongside raising the profile of Spadework among local businesses, is a key priority for 2019. This includes 'Produced in Kent', an organisation promoting Kentish products to consumers and business to business. Corporate partnerships are an area where we can involve our Trainees. Pop-up stalls selling Spadework products at Fidelity, two businesses in Kings Hill (Mortgages for Business and Charities Aid Foundation) have been invaluable in not only raising funds but in enabling our Trainees to interact with people in a corporate environment. We also visited a number of community groups, for example WI and Active Retirement Associations, to talk about the work we do at Spadework and to gratefully receive donations from the members.

With the introduction of General Data Protection Regulation (GDPR) in May we revised our marketing and communication strategy and in 2019 we will implement the necessary changes so that we communicate compliantly with our supporters.

Spadework is also incredibly fortunate to have the backing of The Friends of Spadework and we would like to take this opportunity to thank them for all their efforts. For over thirty years this group of supporters, family members of our Trainees and fundraisers have worked tirelessly to improve the lives of our Trainees. The Friends of Spadework are a tremendous asset to the Spadework family and the money that this small group has generated over the years is simply breath taking.

Trustee Report

For the year ended 31 December 2018

In 2018 42 Volunteers, who have volunteered for approximately 3,864 hours, supported Spadework. The Trustees, Staff and Trainees all appreciate their efforts and recognise that Spadework could not function in its current capacity, nor continue to provide the excellent quality of care that our Trainees deserve, without their support. A special thank you to all of those that have given their time to further our mission and improve the lives of our Trainees.

2018 Onsite Events

We use our site for fundraising events and in 2018 hosted a record number of events, including six Quiz Nights, an Easter Egg Hunt, a Vegan Festival, a Summer Fair, eight Farmer's markets, Halloween Parade, Indoor Craft and Prosecco Evening, Christmas Market and two Wreath Making Master classes.

We also had representation at Offham May Day, Offham Village Hall Table Top Event, and benefited from many people visiting our Café as a result of the Offham Steam Rally held in October. We have good relationships with local community groups. In October Spadework was chosen by the Co-Op Community Fund as one of its charities for 2018/19. The two stores, where we will benefit from 1% of every penny spent by members who nominate us, are Co-Op Borough Green and Co-Op Funeral Care, Sevenoaks. Spadework was the nominated charity of Notcutts, Maidstone in its "Pennies" programme. At checkout customers can choose to round up their bill to the nearest pound and Spadework receives the difference.

Community Outreach

We have established links with local schools, including Leybourne Chase Primary School, where fundraising events included a Royal Wedding Tea Party, to celebrate the wedding between Prince Harry and Meghan Markle. Our Trainees helped on the project, for example some serving teas.

Links with local business include Fidelity, Santander, Charities Aid Foundation (CAF), Mortgages For Business and Hugh Lowe Farms. We held bucket collections at Morrisons supermarket in Aylesford and received donated items by Howdens Sevenoaks and Jewson Maidstone. Many local businesses have donated raffle prizes for which we are also most grateful. Thanks to these kind donations our Christmas raffle, for example, raised £797.70

The Lawn Tennis Association has supported delivery of on-site tennis sessions, through a local Rochester based coach.

In 2018 we made a positive commitment to being seen and heard in the community. The culmination of which was the exposure received as a result of Spadework being one of the nominated charities for Global's Make Some Noise. Global is a media and entertainment company, and we are one of several beneficiaries of their fundraising. Spadework was mentioned on air many times on the fund-raising day, October 5. Radio stations used include Heart, Capital, Capital XTRA, Classic FM, Smooth, LBC, Radio X and Gold. Funding received as a result of the day will support our Trainees to deliver specific Spadework community outreach projects from 2019 to 2021.



Increases in profile and community outreach are fantastic ways to attract new people to our site. However, we need to ensure that when new people visit us we are able to provide them with such a positive experience that they choose to visit us again. Repeat business and attracting new supporters, who share our vision and mission, are essential to the long-term sustainability of Spadework.

A visitor remarked: “I would just like to say how much I enjoyed my visit to Spadework with my mother recently. Everyone was really friendly and helpful, and the coffee and cake was much appreciated. The day will always be remembered for the laughter we could hear while walking around the nursery and gardens.”

Social Media

Spadework started 2018 with 2,202 facebook likes and at the end of 2018 had 3,083. Our Facebook following has grown from 404 likes in July 2017, by a staggering 2,683 in just 18 months. As a result, many of our 2018 events owe much of their success to this increased social media presence. This unprecedented growth is as a direct result of more meaningful posts, images, videos, success stories and events being shared on a regular basis. We are particularly proud that every single person who has interacted with our page, communicated with us via social media or reached out online, has received a personalised response. As a result of our new-found popularity on social media we have noticed an increase in new customers, many of whom are discovering Spadework for the first time, whilst also enticing people back on-site who may not have visited for a number of years.

Spadework Twitter and Instagram accounts have also benefited from an increase in popularity, and we endeavour to share posts to promote our service across multiple platforms.

Website

The Spadework website contains key information about what we do. In 2019 we would like to update the content and general appearance of the website to better reflect the vibrant nature of our work. That said, in its current format it remains a useful source of information for people not engaged with social media and we also use printed matter to communicate to supporters who are not digitally savvy.

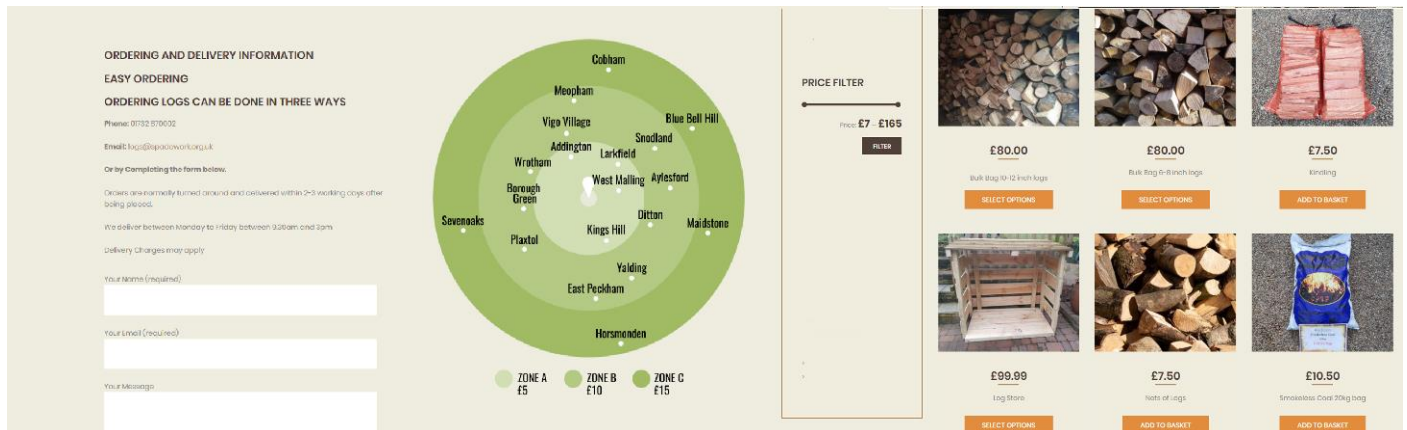
Current website – www.spadework.net

2018 saw the creation of our bespoke Logs website, allowing customers to place orders online and find out more about our Log Delivery and Stacking Service. In 2018 the website took orders for 32 bulk bags of logs, 16 nets of kindling and 2 bags of smokeless coal.

Logs website – www.logsatspadework.co.uk









Trustee Report
 For the year ended 31 December 2018



ORDERING AND DELIVERY INFORMATION
EASY ORDERING
ORDERING LOGS CAN BE DONE IN THREE WAYS
 Phone: 0132 570002
 Email: log@spadework.org.uk
 Or by Completing the form below:
 Orders are normally turned around and delivered within 2-3 working days other
 being placed.
 We deliver between Monday to Friday between 08am and 3pm.
 Delivery charges may apply.
 Your Name (required)
 Your Email (required)
 Your Message

Map of Delivery Zones:
 Cobham, Meopham, Blue Bell Hill, Snodland, Larkfield, Aylesford, Maidstone, Yalding, East Peckham, Horsenden, Kings Hill, Otton, West Malling, Plaxton, Sevenoaks, Wrotham, Addington, Vigo Village.
 ZONE A £5, ZONE B £10, ZONE C £15

PRICE FILTER
 Price: £7 - £165
 FILTER

 £80.00 Bulk bag 10 12 inch logs SELECT OPTIONS	 £80.00 Bulk bag 6 8 inch logs SELECT OPTIONS	 £7.50 Kindling ADD TO BASKET
 £99.99 Log store SELECT OPTIONS	 £7.50 Bale of logs ADD TO BASKET	 £10.50 Sevenoaks Core 20kg bag ADD TO BASKET

Branding

LOGS
 at spadework

Our Logs at Spadework is specifically for our Log Delivery and Stacking Service. The tagline “logging into potential” mirrors Spadework’s “sowing the seeds of opportunity”. We have our own Logs at Spadework website (www.logsatspadework.org.uk) and Staff are now also wearing branded uniform as well.



Our Café has had a name change, now known as The Food Shed. All of the furniture in the café has been donated and painted a mismatch of colours. The menu has had an overhaul and has fast become the star attraction for visitors coming to the site.

What's On
 at spadework

Our events branding is known as What's On at spadework. In 2019 we will create a new events focussed website. From Fairs, to Workshops, to Coffee Mornings, Spadework aims to create a string of events that appeal to multiple demographics and help increase the profile of our charity.

The Farm Shop
 at spadework

The Farm Shop has had a new logo created to continue the branding theme throughout Spadework.



Trustee Report
For the year ended 31 December 2018

MOBILE Gardening at spadework

Mobile Gardening at Spadework is the branding for our off-site Gardening Service.

Veg Boxes at spadework

Our Veg Boxes have seen a surge in popularity and as a result all are branded in keeping with the current themes.

Hampers at spadework

As a result of the rise in work carried out with corporate partners on our Hampers, they too now have a logo in keeping with the current themes.

Site Regeneration

In 2018 Spadework was granted planning consent by Tonbridge and Malling Council for site regeneration. This capital project includes updating the existing site and the provision of better facilities for our Trainees, for example showers, a medical room, quiet areas and a new mess room. The project has an estimated cost of £1.5m and fundraising opportunities are being explored.

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 £130,000 to enable the charity to continue operating whilst we achieve this goal.

Total income increased by nearly £150,000 in the year including a fantastic increase of £77,072 in donations and legacies. Income excluding donations and legacies totalled £749,199 which was £112,342 less than total expenditure.

Despite this continued shortfall, the general reserve at 31 December 2018 amounted to £70,901 (2017 - £19,315), designated funds totalled £171,632 (2017 - £163,592) and restricted funds were £64,218 (2017 - £95,363) giving total funds of £306,751 (2017 - £278,270). At 31 December 2018, net current assets totalled £185,954 (2017 - £67,539).



The Trustees remain fully aware that liquid reserves continue to be significantly below the required level and continue to monitor closely the financial position of the charity.

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 Shops, Log Deliveries et al), and charitable grants and donations. The principal funders in 2018 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 currently have two different rates with Kent County Council, one for historic individual contracts and one as part of the 2017 KCC Framework for Day Opportunity Services. There was an increase for the old individual contracts through KCC in 2018 as a direct result of the increased number of services, activities and opportunities that Spadework offer. In conjunction with our negotiations with KCC, we were successfully able to negotiate a rate increase with Medway Council. 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 £140,198 from organisations and individuals. In 2018 we received a total of £46,727 restricted and £93,471 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.

Reverend James Brown and Mary Rimmer have been appointed as trustees since the last Annual General Meeting and their appointments will be ratified at this year's Annual General Meeting. In addition, Karen Osborn will retire by rotation at the Annual General Meeting and will be proposed for re-election.

The Trustees serve on an unpaid voluntary basis and meet bi monthly 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).



Trustee Report
For the year ended 31 December 2018

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.

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

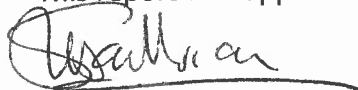
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- 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 2nd May 2019 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 2018 set out on pages 32 to 47. 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 2018 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

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 the 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.

Spadework Limited
(A company limited by guarantee)

Independent auditor's report to the members of Spadework Limited

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 MCMI (Senior statutory auditor)

for and on behalf of

Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

Chatham Maritime

Date: 28 May 2019

Spadework Limited
(A company limited by guarantee)

Statement of financial activities incorporating income and expenditure account
For the year ended 31 December 2018

	Note	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Income from:					
Donations and legacies	2	94,096	46,727	140,823	63,751
Charitable activities	3	738,532	-	738,532	667,356
Other trading activities	4	10,648	-	10,648	9,702
Investments	5	19	-	19	7
Total income		843,295	46,727	890,022	740,816
Expenditure on:					
Raising funds	6	4,453	-	4,453	4,432
Charitable activities	7	781,345	75,743	857,088	776,317
Total expenditure		785,798	75,743	861,541	780,749
Net income / (expenditure) before transfers		57,497	(29,016)	28,481	(39,933)
Transfers between Funds	18	2,129	(2,129)	-	-
Net income / (expenditure) before other recognised gains and losses		59,626	(31,145)	28,481	(39,933)
Net movement in funds		59,626	(31,145)	28,481	(39,933)
Reconciliation of funds:					
Total funds brought forward		182,907	95,363	278,270	318,203
Total funds carried forward		242,533	64,218	306,751	278,270

The notes on pages 35 to 47 form part of these financial statements.

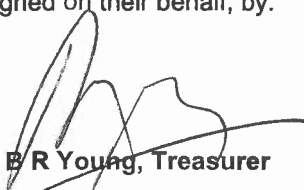
Spadework Limited
(A company limited by guarantee)
Registered number: 01820460

Balance sheet
As at 31 December 2018

	Note	£	2018 £	£	2017 £
Fixed assets					
Tangible assets	12		210,698		210,731
Current assets					
Stocks	13	51,687		42,180	
Debtors	14	96,595		74,120	
Cash at bank and in hand		117,353		19,404	
			265,635	135,704	
Creditors: amounts falling due within one year	15	(79,681)		(68,165)	
Net current assets			185,954		67,539
Total assets less current liabilities			396,652		278,270
Creditors: amounts falling due after more than one year	16		(89,901)		-
Net assets			306,751		278,270
Charity Funds					
Restricted funds	18		64,218		95,363
Unrestricted funds	18		242,533		182,907
Total funds			306,751		278,270

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

The financial statements were approved and authorised for issue by the Trustees on *2nd May 2019* and signed on their behalf, by:


A B R Young, Treasurer

The notes on pages 35 to 47 form part of these financial statements.

Spadework Limited
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 December 2018

	Note	2018 £	2017 £
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	20	27,425	(12,611)
Cash flows from investing activities:			
Proceeds from the sale of tangible fixed assets		1,000	-
Purchase of tangible fixed assets		(29,768)	(10,879)
Net cash used in investing activities		(28,768)	(10,879)
Cash flows from financing activities:			
Repayments of borrowings		(708)	-
Cash inflows from new borrowing		100,000	-
Net cash provided by financing activities		99,292	-
Change in cash and cash equivalents in the year		97,949	(23,490)
Cash and cash equivalents brought forward		19,404	42,894
Cash and cash equivalents carried forward	21	117,353	19,404

The notes on pages 35 to 47 form part of these financial statements.

Notes to the financial statements
For the year ended 31 December 2018

1. Accounting policies

1.1 Basis of preparation of financial statements

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

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.

1.2 Company status

The company is a company limited by guarantee. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company.

1.3 Going concern

The trustees do not consider there to be any material uncertainties in respect of the charity's ability to continue as a going concern.

1.4 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.

For legacies, entitlement is taken as the earlier of the date on which either: the company is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the company has been notified of the executor's intention to make a distribution. Where legacies have been notified to the company, or the company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

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.

1.5 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.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities are costs incurred on the charity's operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

Notes to the financial statements
For the year ended 31 December 2018

1. Accounting policies (continued)

1.6 Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

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

1.7 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 Bank.

1.8 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.

1.9 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.

1.10 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.

1.11 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 within interest payable and similar charges.

Notes to the financial statements
For the year ended 31 December 2018

1. Accounting policies (continued)

1.12 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.

1.13 Taxation

The charity is exempt from corporation tax on its charitable activities.

1.14 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.

1.15 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.

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.

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Notes to the financial statements
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2. Income from donations and legacies

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Donations	94,096	46,727	140,823	63,751
	<hr/>	<hr/>	<hr/>	<hr/>
Total 2017	21,082	42,669	63,751	
	<hr/>	<hr/>	<hr/>	

3. Income from charitable activities

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Charitable activities	738,532	-	738,532	667,356
	<hr/>	<hr/>	<hr/>	<hr/>
Total 2017	667,356	-	667,356	
	<hr/>	<hr/>	<hr/>	

Charitable activities

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Horticulture / Nursery	114,402	-	114,402	127,332
Catering	107,733	-	107,733	85,832
Farm Shop	80,768	-	80,768	86,103
Other Activities	51,308	-	51,308	20,206
Sponsorship - Kent County Council	183,274	-	183,274	160,916
Sponsorship - Medway Council	57,589	-	57,589	57,818
Sponsorship - Private	143,458	-	143,458	129,149
	<hr/>	<hr/>	<hr/>	<hr/>
Total	738,532	-	738,532	667,356
	<hr/>	<hr/>	<hr/>	<hr/>

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Notes to the financial statements
For the year ended 31 December 2018

4. Fundraising income

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Fundraising events	10,648	-	10,648	9,702
Total 2017	9,702	-	9,702	

5. Investment income

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Bank interest	19	-	19	7
Total 2017	7	-	7	

6. Costs of raising funds

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Fundraising events	4,453	-	4,453	4,432
Total 2017	4,432	-	4,432	

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7. Analysis of expenditure on charitable activities

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Charitable activities	781,345	75,743	857,088	776,317
Total 2017	751,961	24,356	776,317	

8. Charitable activities

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Trainee costs	20,131	-	20,131	18,105
Other staff costs	5,067	-	5,067	5,426
Vehicle costs	9,234	-	9,234	10,916
Office costs	29,271	-	29,271	33,008
Professional costs	9,806	-	9,806	7,854
Site costs	36,134	67,667	103,801	66,027
Bank interest	1,578	-	1,578	220
Stock purchases	178,067	-	178,067	176,958
(Profit) / Loss on disposal of fixed assets	1,730	-	1,730	(91)
Auditors remuneration	3,722	-	3,722	3,241
Wages and salaries	432,670	-	432,670	397,297
National insurance	28,405	-	28,405	25,355
Pension costs	6,640	-	6,640	3,564
Depreciation	18,890	8,076	26,966	28,437
Total	781,345	75,743	857,088	776,317

9. Net income/(expenditure)

This is stated after charging:

	2018 £	2017 £
Depreciation of tangible fixed assets: - owned by the charity	26,966	28,437

During the year, no Trustees received any remuneration (2017 - £NIL).
During the year, no Trustees received any benefits in kind (2017 - £NIL).
During the year, no Trustees received any reimbursement of expenses (2017 - £NIL).

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For the year ended 31 December 2018

10. Auditors' remuneration

The Auditor's remuneration amounts to an Audit fee of £3,722 (2017 - £3,241), management accounts fees of £4,294 (2017 - £4,041) and payroll services of £1,949 (2017 - £1,645).

11. Staff costs

Staff costs were as follows:

	2018	2017
	£	£
Wages and salaries	432,670	397,297
Social security costs	28,405	25,355
Other pension costs	6,640	3,564
	<hr/> 467,715 <hr/>	<hr/> 426,216 <hr/>

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

	2018	2017
	No.	No.
Support Workers	17	16
Administrators	6	5
Managers	6	4
Weekend Staff	3	1
	<hr/> 32 <hr/>	<hr/> 26 <hr/>

Average headcount expressed as a full time equivalent:

	2018	2017
	No.	No.
Support Workers	11	11
Administrators	2	2
Managers	5	4
Weekend Staff	0	0
	<hr/> 18 <hr/>	<hr/> 17 <hr/>

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 £123,662, including employer's national insurance contributions of £10,365 (2017: £93,503, including employer's national insurance contributions of £8,071).

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Notes to the financial statements
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12. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures & fittings £	Total £
Cost				
At 1 January 2018	690,677	41,124	150,336	882,137
Additions	-	-	29,768	29,768
Disposals	-	(16,500)	(1,392)	(17,892)
At 31 December 2018	690,677	24,624	178,712	894,013
Depreciation				
At 1 January 2018	504,989	33,393	133,024	671,406
Charge for the year	18,109	1,932	6,925	26,966
On disposals	-	(14,436)	(621)	(15,057)
At 31 December 2018	523,098	20,889	139,328	683,315
Net book value				
At 31 December 2018	167,579	3,735	39,384	210,698
At 31 December 2017	185,688	7,731	17,312	210,731

13. Stocks

	2018 £	2017 £
Closing stock	51,687	42,180

14. Debtors

	2018 £	2017 £
Due within one year		
Trade debtors	29,563	26,894
Other debtors	2	2,172
Prepayments and accrued income	67,030	45,054
	96,595	74,120

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Notes to the financial statements
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15. Creditors: Amounts falling due within one year

	2018 £	2017 £
Bank loans and overdrafts	9,391	-
Trade creditors	48,366	53,734
Other taxation and social security	14,422	6,651
Other creditors	1,515	4,310
Accruals and deferred income	5,987	3,470
	<u>79,681</u>	<u>68,165</u>

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

	2018 £	2017 £
Bank loans	89,901	-
	<u>89,901</u>	<u>-</u>

Creditors include amounts not wholly repayable within 5 years as follows:

	2018 £	2017 £
Repayable by instalments	52,339	-
	<u>52,339</u>	<u>-</u>

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.

17. Financial instruments

	2018 £	2017 £
Financial assets measured at amortised cost	167,165	60,955
	<u>167,165</u>	<u>60,955</u>
Financial liabilities measured at amortised cost	55,868	68,915
	<u>55,868</u>	<u>68,915</u>

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

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

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Notes to the financial statements
For the year ended 31 December 2018

18. Statement of funds

Statement of funds - current year

	Balance at 1 January 2018 £	Income £	Expenditure £	Transfers 31 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
	95,363	46,727	(75,743)	(2,129)	64,218
Total of funds	278,270	890,022	(861,541)	-	306,751

Statement of funds - prior year

	Balance at 1 January 2017 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2017 £
Designated funds					
Fixed Asset Fund	-	-	-	163,592	163,592
General Fund	216,857	698,147	(756,393)	(139,296)	19,315
Restricted funds					
General Capital Fund	46,131	42,669	(16,280)	(24,296)	48,224
Buildings Fund	55,215	-	(8,076)	-	47,139
	101,346	42,669	(24,356)	(24,296)	95,363
Total of funds	318,203	740,816	(780,749)	-	278,270

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Notes to the financial statements
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18. Statement of funds (continued)

Summary of funds - current 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
	<u>182,907</u>	<u>843,295</u>	<u>(785,798)</u>	<u>2,129</u>	<u>242,533</u>
Restricted funds	95,363	46,727	(75,743)	(2,129)	64,218
	<u>278,270</u>	<u>890,022</u>	<u>(861,541)</u>	<u>-</u>	<u>306,751</u>

Summary of funds - prior year

	Balance at 1 January 2017 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2017 £
Designated funds	-	-	-	163,592	163,592
General funds	216,857	698,147	(756,393)	(139,296)	19,315
	<u>216,857</u>	<u>698,147</u>	<u>(756,393)</u>	<u>24,296</u>	<u>182,907</u>
Restricted funds	101,346	42,669	(24,356)	(24,296)	95,363
	<u>318,203</u>	<u>740,816</u>	<u>(780,749)</u>	<u>-</u>	<u>278,270</u>

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

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.

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Notes to the financial statements
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19. Analysis of net assets between funds

Analysis of net assets between funds - current 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)
	<u>242,533</u>	<u>64,218</u>	<u>306,751</u>

Analysis of net assets between funds - prior year

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £
Tangible fixed assets	163,592	47,139	210,731
Current assets	87,480	48,224	135,704
Creditors due within one year	(68,165)	-	(68,165)
	<u>182,907</u>	<u>95,363</u>	<u>278,270</u>

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

	2018 £	2017 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	28,481	(39,933)
Adjustment for:		
Depreciation charges	26,966	28,437
Loss on the sale of fixed assets	1,835	-
Increase in stocks	(9,507)	(200)
Increase in debtors	(22,475)	(26,912)
Increase in creditors	2,125	25,997
Net cash provided by/(used in) operating activities	<u>27,425</u>	<u>(12,611)</u>

21. Analysis of cash and cash equivalents

	2018 £	2017 £
Cash in hand	117,353	19,404
Total	<u>117,353</u>	<u>19,404</u>

Notes to the financial statements
For the year ended 31 December 2018

22. 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 £6,641 (2017 - £3,564). Contributions totalling £1,515 (2017 - £859) were payable to the fund at the balance sheet date and are included in creditors.

23. Operating lease commitments

At 31 December 2018 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	2018 £	2017 £
Amounts payable:		
Between 1 and 5 years	-	298
	<u> </u>	<u> </u>

24. Related party transactions

There were no related party transactions during the 2018 financial year (2017: £Nil).

25. Controlling party

The charitable company is controlled by its members.