spadework

2025 charitytimes Awards
Recognising leadership and professionalism
Winner






Trustees' Report and Financial Statements

for year ended 31 December 2025

Registered Charity No. 291198 • Registered Company No. 01820460
Spadework Ltd. • A company limited by guarantee

Spadework Social Enterprises CIC
Registered Company No. 13099464. • Community Interest Company

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

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The impact of our work

Each year we measure, learn from and publish a report about the impact of our work.

Our 2025 Impact Report is available to read and download on our website at www.spadework.org.uk or please call us on 01732 870002 for a printed copy.

To protect anonymity, the names of people featured in personal stories have been changed.

Registered Office
Teston Road, Offham,
West Malling, Kent, ME19 5NA

Chair
Susan Murray

Treasurer
Anthony Young

Company Secretary
Anthony Young

Patrons
Tom Tugendhat MBE VR MP
Stephen Betts
George Harvey

Chief Executive Officer
Kris Healey

Trustees of Charity	Date first appointed
Anthony Young	25/09/2011
Susan Murray	22/11/2011
James Burke	22/01/2014
Rev Jim Brown	20/06/2018
Mary Rimmer	19/12/2018
Hayley Brooks	01/05/2021
Nadra Ahmed CBE DL	01/05/2021
Louise Mingay	25/11/2024

Directors of Spadework Social Enterprises CIC	Date first appointed
Kris Healey	24/12/2020
Susan Murray	01/05/2021
Anthony Young	01/05/2021
Jack Stockley	12/06/2023

Independent Auditor
Kreston Reeves LLP, Chartered Accountants, Statutory Auditor, Maritime Place, Quayside, Chatham Maritime, Chatham, Kent ME4 4QZ

Bankers
NatWest, 3 High Street, Maidstone. Kent ME14 1HJ

Chair's Welcome



Following our fabulous 40th anniversary celebrations of 2024, I took time to remind myself of Spadework's origins and the reasons why we were founded. In 1984 our day-care provision was set up to help vulnerable young adults become fuller members of society. In those days we offered only a gardening service, in contrast to the wide-ranging activities we now provide. However, our ethos has always remained the same.

Covid was a dreadful period in all our lives, but it brought opportunities which enabled us to extend our facilities during a time when our trainees could not attend the site. We managed in six months to complete the bulk of our masterplan: it would have taken us three years if we had been operating normally. During this time we were also blessed with an army of cheerful, "can-do" volunteers who, alongside our staff, ran the site. We learned how much these volunteers appreciated being part of a community and how their own wellbeing improved through their work for us.

Before Covid we had started to offer Memory Cafes, which were well supported, and trustees had begun to discuss how to expand this service. After Covid our service to those affected by dementia was reviewed and a programme of activities devised with appropriately skilled staff and volunteers. We also took on board comments made by our volunteers regarding their wellbeing and were able to offer a variety of activities, including gardening, walks, a book club and woodwork. We have been able to use the whole site on a daily basis as our trainees leave in the early afternoon, which allows for many of our dementia activities to take place in the vacated rooms.

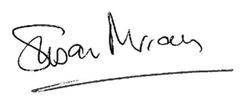
Remarkably, some of our activities are now oversubscribed and we need more space. The trustees therefore decided to investigate the possibility of establishing a Dementia and Wellbeing Hub. Our staff sought advice from, among others, the Universities of Stirling and Worcester, enabling us to assess what it should provide. Our pre-planning application was looked on favourably, a full application was lodged in December 2025 and in the spring of 2026 planning permission was granted. Fundraising could now begin.

Spadework is well supported by a resilient and dedicated staff who deliver exceptional service, while our volunteers are of the highest calibre. Their skills give us a multi-talented force without whom we could not function in the way that we do. We aim to continue attracting volunteers and to ensure that they have a good experience.

It is easier to achieve goals if you have the backing of those around you and the Board appreciate the support of Offham Parish Council, Tonbridge & Malling Borough Council, local residents and all those who come on site to visit The Food Shed, The Shop, The Charity Shop or The Garden Centre.

I was asked to cite a "joyful personal Spadework moment from 2025". Most such moments come when I chat on site with our trainees or with those people who use our dementia services. Sometimes I join in with their choir sessions. The Spadework experience is one of happiness.

At times 2025 was a demanding year, but overall there's no doubt it was a good one. Read on with joy.



Sue Murray
Chair of Trustees
September 2026

Trustees' Introduction

For the year ended 31 December 2025

The Trustees present their Annual Report together with the audited financial statements of the charity for the year from 1 January 2025 to 31 December 2025.

The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law. The Trustees confirm that the Annual Report and Financial Statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the group and the charity qualify as small under section 383 of the Companies Act 2006, the Group Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.





Objectives and activities



Public benefit

The charity's objective of empowering individuals is of benefit not only to our beneficiaries but also to their families, support networks, local authorities and the wider community.

We are fortunate to have many energetic, resourceful and inspirational staff members and volunteers who share our passion and commitment to realising our vision.

At the heart of a rural community, Spadework offers people a place to meet friends, relax and enjoy the interaction with our beneficiaries. Our safe and stimulating site enables people to feel accepted for who they are and gain new skills and access new opportunities.

We provide a joyful place for our local community, a space which brings people together. It is a place where people feel they belong. This can include people who may recently have been bereaved, who may have received a life-changing diagnosis or be an ageing parent. Spadework is also a place for a family celebration, a community interest meeting or a social event. The connections made at Spadework are sometimes emotional, often meaningful, and frequently joyful.

In setting objectives and planning activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance, "Public benefit: running a charity (PB2)".

Key Moments 2025

January

- Dementia and Wellbeing Hub Pre-planning receives positive response
- Metal recycling begins

February

- Scrapbooking Group starts for Wellbeing attendees
- Block paving laid in Garden Centre

March

- Work begins to create extended trainee kitchen
- Impact Report published
- 2,639 primroses delivered to schools for Mother's Day

April

- Singing for Wellbeing taster session
- Trainees take 2,347,851 steps with Step Up for Spadework
- Easter Egg Hunt raises £2,185

May

- New trainee kitchen opened
- VE Day Celebrations on site
- Corporate Partner Fernham Homes' Sean Ellis completes fundraising Iron Man Challenge
- New wooden cabin at back of site installed by Kent Cabins
- Biddenden Wine and Cider Fundraising Tasting Evening

June

- Community Nurse conducts health checks on site
- Spadework Board agree Hub Development Plan
- Corporate volunteers paint buildings around courtyard
- New trainee therapeutic art space created (Purple Room)

July

- Brockenchack Wines fundraiser held at Kentfield Farm
- Woodland Walk made more accessible

August

- Start of workshops in collaboration with Music@Malling
- Woodwork project to create benches for Compaid

September

- Changes to Pumpkin area to enhance visitor experience
- Fernham Homes fundraising Gala Dinner, hosted by The Swan, West Malling
- Launch of video, created in-house, to showcase Spadework
- CEO, Kris Healey named Charity Leader of the Year (Charity Times)
- Kris Healey shortlisted as Charity Chief Executive (Third Sector Awards)
- Music@Malling lunchtime concerts attended by Spadework service users

October

- Spadework, Highly Commended, Disability Impact Charity of the Year (Charity Today)
- Kris Healey, Highly Commended, James E. Smith Special Recognition Award (Charity Today)
- National Rail project to create 90 bird boxes begins
- 22,000 pumpkins sold at PYO Pumpkin Festival
- Corporate Partner Fairdeal Windows Gala fundraising dinner

November

- Planning application for Dementia and Wellbeing Hub submitted
- First film screening at Spadework for Dementia Service users

December

- 1,374 Christmas trees sold
- 172 Christmas lunches made by trainees
- 4,000 people (total) now signed up as Friends of Spadework

What we do

Spadework fosters inclusion and belonging by providing opportunities that empower individuals, strengthen community and enhance wellbeing. We enable people to be more independent, less isolated and to live happier, healthier and more fulfilling lives.

On our five-acre site in West Kent we provide services for:

People living with dementia

We support people living with dementia, as well as their families and carers, with a variety of essential services. These include memory cafes, singing groups, music and movement groups, arts and crafts, carer support groups and a specific support group for people with young-onset dementia. Most of our services are free to attend and people do not need a formal diagnosis to join us. We are currently unable to provide services for many people who need them. With the number of people living with dementia in Kent projected almost to double by 2040, there is a clear and urgent need to expand our provision to meet this growing challenge.

Adults with learning and other disabilities

We have been supporting people with learning and other disabilities since Spadework was founded in 1984. We enable adults with learning and other disabilities (known as our "trainees") to take part in a range of activities focused on horticulture, lifeskills and creative arts. The activities are referred to by the colour of the room in which they take place. Through participation in these meaningful opportunities, trainees are provided with a sense of pride, purpose and belonging, ensuring that our person-centred provision creates a community where we celebrate uniqueness, promote independence and champion acceptance.









Carers

Carers, loved ones and support networks play an essential and often overlooked service to people living within our community. We provide services for both informal and formal carers of people living with dementia and with learning and other disabilities. These include activities and talking groups. We also help to signpost other relevant organisations. Our information events are open to every carer, whether paid or unpaid and whether or not the person they care for attends one of our services. We believe passionately that services should be provided to carers long after their carers role has ended, which has also prompted us to provide services for those navigating bereavement.

People who would like to improve their wellbeing and those navigating bereavement

We provide activities like gardening, woodwork, walking and singing for people who would like to improve their wellbeing. These enable people to connect with each other in small groups, to share and learn new skills and to have an increased sense of belonging.

On site we also have a Café, Garden Centre, Gift Shed and Farm Shop which are open to the public seven days a week and bring people to our charity.

In 2025 we supported:

234 People affected by dementia

122 People with learning and other disabilities

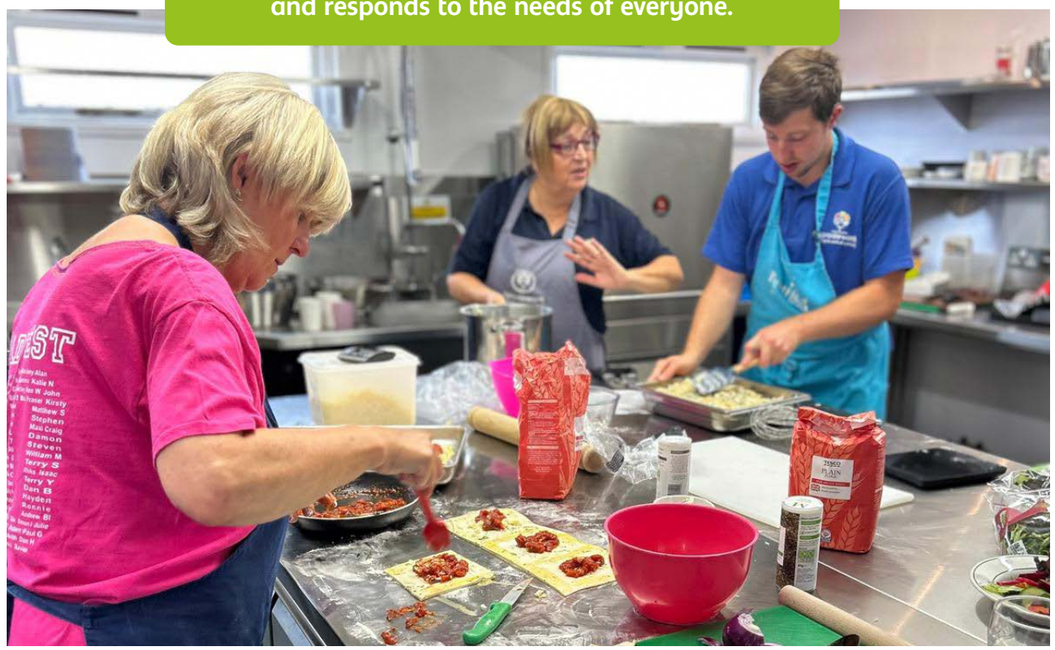
177 Carers on Spadework

104 People to improve their wellbeing

Vision and values



Our vision: A world that acknowledges, respects and responds to the needs of everyone.









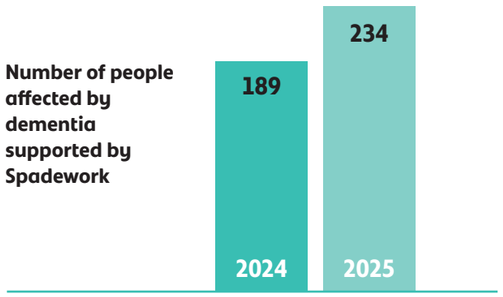
Our values:

- **Inclusion:** We welcome and celebrate everyone, ensuring our services are accessible, respectful and designed for all.
- **Belonging:** We create friendly spaces where every individual feels safe, accepted and valued.
- **Community:** We work in partnership with our local community, ensuring our services reflect its evolving needs.
- **Collaboration:** We believe in teamwork, supporting each other and partnering with others to maximise impact.
- **Purpose:** We create an environment that fosters a sense of meaning, direction and resilience.
- **Integrity:** We are forward-thinking and align our actions with our intentions to ensure our services remain relevant, impactful and community-focused.

spadework dementia services

Dementia Services

Our Dementia Services continue to grow, both in terms of the numbers of people accessing them and in the number of groups that we offer. Most of our services are oversubscribed.



Our Services for people living with dementia include:

- Arts and crafts
- Memory Café
- Music and movement
- Singing
- Carers support
- Young-onset dementia support





All of our groups are free to access, with the exception of the Music and Movement Group, which is hosted in partnership with local charity tmactive, and for which there is a charge of £3.

No formal dementia diagnosis is needed to attend our service and we offer our activities to people and their carers.

In 2025 for the first time we ran a cinema event, which 25 people attended. We set up the Green Room with tables and chairs and before the film we served jacket potatoes and a side salad, followed by fruit crumble and cream. We served apple and orange juice in wine glasses. Then we turned off the lights and showed The Greatest Showman on two screens. We paused the film halfway through for a comfort break and served hot drinks with some chocolates. Everyone who attended asked when we would do it again!

Feedback from the Cinema event

"It was brilliant. The food was lovely. It was great catching up with a few people from my time at Memory Cafe when you all made Charlie and I so welcome. I personally loved the film - it was so very colourful with memorable music, that I have been singing ever since!"

"It was a lovely surprise to see the Green Room set up the way it was. It looked amazing. Please pass on our thanks to the volunteers who did a great job."

The other highlight of 2025 was the Christmas Memory Café. Forty-six people attended and listened to a singer and joined in with Christmas songs. We also had a visit from Santa and took lots of photos, which were later emailed to the attendees.



Feedback from the Christmas Memory Café

"We had a brilliant time at the Memory Café yesterday. It was so lovely to see Santa and his elves again and to have the lovely Ashleigh entertaining us with her beautiful singing. The Christmas presents were a lovely surprise and very thoughtful. The grotto looked great and D enjoyed sitting on Santa's lap!

"Just wanted to thank you for the Santa photos! I forwarded them on to Jane's family and they were delighted that she looks so happy. I'd just like to add how wonderful you all are with making us all feel welcome and the hospitality you shower us with!"

The Future

With the number of people living with a dementia in Kent projected to nearly double by 2040, there is a clear and urgent need to expand our provision to meet this growing challenge. Waiting lists, under-diagnosis and geographic barriers to access help mean too many people - both those living with dementia and their carers - are going without the support they urgently need. As a result, we are looking at ways to expand the services we offer, which are currently limited predominantly because of the amount of space that we have. (See page 33)

spadework dementia services

Personal Story: Faye and Mark

Faye and Mark have been coming to Spadework for about two years. They are regular attendees at the Memory Café, the Singing Group and Music and Movement.

Faye said: “We have been coming to Spadework for many years, but it was a friend of ours who told us about these groups. Her husband had a problem with memory, but sadly he passed away.”

On the day they talked about Spadework Faye and Mark were attending the Singing Group. Mark’s favourite song is “We’ll meet again” by Vera Lynn.



Mark says that his father was a clergyman. When he was a boy and lived in Lancashire, he used to play the church organ. Now he sometimes plays the piano at home. He played the harpsichord when Music@Malling held some workshops at Spadework. “I enjoyed that,” he said.

Why does he like coming to the groups? “You come out and you can really enjoy the company of other people, without being on tenterhooks.”

Faye adds that sometimes when they go out to other places Mark can get anxious. At Spadework, he says, “They’re a very nice group of people and you can relax.”

Faye and Mark come to Spadework at least once a week and have made some good friends here. “Six or eight of us meet up every other Saturday at our houses.” Faye adds that for her coming to Spadework is “social more than anything”.

She added: “If there were other things to come to, I think we could probably do two days a week. You probably need to get a bigger building. Sometimes it is very busy! It does get a bit noisy, although I don’t think that really matters. I think it’s very good that you can come and do these things. We do three different things.

“I wouldn’t mind more Music and Movement. I think that really helps. Coming here, Mark does an hour of exercises. At home we do walk round the block if the weather is OK and we do have a few exercises, but it’s much harder.”



“You can come here and relax and you don’t have to worry about anything”

Mark

Faye points out that the groups are great value for money. “We pay £3 for two of us at Music and Movement and I always put in £5 for the other groups. Probably people wouldn’t mind putting in a bit more.

“The volunteers are lovely and very helpful and if you’ve got any questions or problems Julie [Dementia Services Manager] is good.” She added: “Please thank everybody that helps, because it is a fantastic thing.”

Mark enjoys the coffee and cake on offer too. He says, “The biggest thing is you can just relax and enjoy yourself. It keeps your mind active and they are a nice bunch. You can come here and relax and you don’t have to worry about anything.”

spadework
learning disability services

Learning and other disability services

Our trainees are aged between 18 and 75. They have learning disabilities alongside other complex health needs such as autism, hearing or sight loss, cerebral palsy, mental health problems or acquired brain injuries.

Our trainees choose what activities they would like to take part in. Where appropriate our staff help them to make choices that will support them to achieve personal growth.

For example, a trainee may be hesitant to take part in lifeskills, but when they experience a new activity, our trainees often tell us they are proud of what they have achieved.

In 2025 we increased the length of the cycle of activities from eight weeks to 16, to enable our trainees to have more time with a particular activity. All our activities takes place on weekdays between 9am and 2.30pm.

Internally we refer to these activities by the colour of the space where they take place.

Most trainees attend Spadework one or two days a week. Around 46 trainees are on site each day. They form friendships which can last for many years.

The average length of time a trainee comes to Spadework is nine and a half years, but three of our trainees have been with us for more than 38 years.

Trainee needs are complex, which means we have a high staff to trainee ratio. Most trainees can work independently in small groups, but some require one-to-one assistance throughout the day.

We believe passionately that adults with learning and other disabilities should not be held back from living a fulfilling life because of other people's perceptions about what they can and cannot do.











Activities

Green (Horticulture)

Our five-acre site is in a rural location. Our trainees use their gardening skills to keep our site welcoming for visitors. They also plant seeds, tend plants and grow vegetables that in season are sold in the Farm Shop and used in our Café. Our PYO pumpkin festival is one of the biggest fundraising events of the year and our trainees grow and harvest many of the pumpkins that are sold.

Orange, Purple and Blue (Lifeskills)

In the trainee kitchen our trainees learn and practise their cooking skills. They prepare dishes for themselves and cook items for sale to staff, volunteers and other trainees in the Tuck Shop. All the income generated by the Tuck Shop is re-invested in the Tuck Shop making it a true social enterprise. In 2025, we expanded our trainee kitchen to encourage more trainees to be involved with food preparation. Other lifeskills include learning about making better food choices, the importance of regular exercise and relationships. At Christmas our trainees make food hampers that are sold on site and made for corporate clients and cook Christmas lunches for staff and volunteers.

Brown, Pink and Red (Creative)

Our creative activities are varied. They range from woodwork to making a podcast, to writing and performing a play. Our trainees make seasonal decorations, bird boxes, bug hotels and even bigger items like garden benches. These are sold in the Garden Centre. The expansion of our purple room to provide therapeutic art means more trainees can choose this activity. Our 3:1 trainee to staff ratio means trainees feel very supported in these activities. This enables us to offer a wider variety of activities to trainees with different levels of need.

Trainee Council

Twice a year we hold elections in which eight trainees are elected by their fellow trainees to the Council. The ninth trainee is chosen by staff. The Council is consulted on matters affecting Spadework and represents the views of fellow trainees. Trainee Council members wear their badges on site, so other trainees know who is representing them, and can make suggestions to help shape their environment. For example, they proposed a new way of organising one of the rooms.

A Personal Story: Elizabeth

Eight years ago Elizabeth acquired a head injury that changed her life. Now in her early thirties, for the past two years, she has come to Spadework once a week accompanied by a Personal Assistant (PA, called Alison). It takes around an hour for Elizabeth to travel to Spadework and sometimes more if the traffic is busy. Despite that, Elizabeth said: "When I get here, I am ready to work." Her PA added: "It's a shame there's nothing a bit closer to us really, but the trainees here are closer to Elizabeth's age than other places that can offer her support."

Elizabeth said: "I like everything that I do here, but to be honest I enjoy cooking the most. Since I have come out of hospital, I am at home a lot more and I do a lot of cooking. I'm not a bad cook to be honest." Alison explained that at Spadework Elizabeth has learned to follow recipes and to weigh the ingredients, something that Elizabeth doesn't do at home.

Last year in the kitchen Elizabeth enjoyed making Christmas lunches for other trainees and for the charity's trustees.

Elizabeth likes gardening at Spadework. "I don't mind being outside," she said. "Put a coat on and you're all right. If it's pouring with rain, no thanks, I'll go inside." Alison added": "When we're here, we love it - especially when the sun shines! If the sun shines, it's fabulous!"

During pumpkin harvesting season Elizabeth went to the adjacent field to pick pumpkins. She also helped get the pumpkin patch ready for visitors, putting straw down, ensuring there were plenty of pumpkins on the patch once the families started coming to pick them.

Elizabeth likes some of the volunteers, especially Sheila, who volunteers in the trainee kitchen. "It's a good place", she says.

Elizabeth likes to keep moving. Physical activities like working on pumpkins and assisting with logs help her keep her concentration. "I definitely have moved on from what I was like to how I am now," she said. "Trust me, I have come a long way."

Alison explained that in the two years since Elizabeth has been coming to Spadework her concentration has improved and she is gradually becoming more independent. Elizabeth used to be very excitable and could not maintain eye contact with people. She would run up and down laughing, but she no longer does that. Getting into a routine has also been beneficial. Alison said: "I don't need to remind Elizabeth to get her uniform on now, as she knows Tuesday is Spadework day."

Elizabeth said: "I like everybody here, everybody that attends here. Everybody is very nice to me." Elizabeth has made friends at Spadework. She is particularly fond of a couple of the trainees, to whom she has also offered her support. On one occasion she showed great empathy by talking to and putting her arm around a trainee who was experiencing some pain.



"I definitely have moved on from what I was like to how I am now. Trust me, I have come a long way."

Elizabeth

"I eat here, sometimes a jacket potato, sometimes a pastie, pasta. I come and have lunch here. I like the Tuck Shop."

After lunch Elizabeth sometimes plays football with staff and trainees. "I used to play a lot of football before I hurt myself. I played a lot of football from primary school, at secondary school, and after. Playing here brought back memories which I love. Sometimes at lunchtime I do dancing, it's fun!"

Occasionally if it's too noisy for Elizabeth at lunchtime, Elizabeth and Alison will take a walk around the site, sometimes going to sit near the Woodland Walk or in the Memorial Garden.

"When I go home, yes, I'm tired," Elizabeth said. "I'm not saying I suffer, but I get tired every day. I'm asleep every night by 8pm - but that's part of me, I get tired.

"I always leave here feeling satisfied, like I've worked hard had a good day. I don't think there's been a day here when I haven't thought I'd had a good day. I like it here. I'm very grateful."

"Thank you for having me!"

spadework carers services

Carers Services

We offer services to carers of people living with dementia and to parents and carers of adults with learning and other disabilities.

Carers of people living with dementia

Our carers support groups give carers of people living with dementia the opportunity to share their feelings, problems and concerns with others in the same situation. Our knowledgeable staff answer many of the questions that come up, provide reassurance and support the carers, many of whom have no other support network. We collaborate with other organisations and make recommendations of how a specific care need may be met.

Our carers support groups, which take place at the same time as some of our dementia services, in an adjacent room, provide an opportunity for carers to share their experiences and to form friendships, safe in the knowledge their loved one is being supported and is still near to them.



Carers of people living with a learning disability

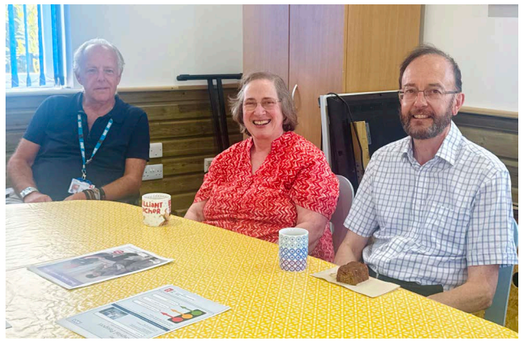
In 2025, we hosted seven support groups for parents and carers of people with learning and other disabilities. There were 51 attendances and 11 of those people who attended were new to the group.

Not only do we provide care and respite, but we also provide a space for people to pause and reflect on their role, giving them time and space to breathe. Our groups also offer an opportunity to find out more about specific topics, like supported employment and advocacy. In 2025 these included a speaker from Compaid, a charitable incorporated organisation, which provide community transport and digital training and support. This enabled us to start conversations about digital safety with our carers.

These groups, called “Together we Care”, are open to anyone who supports an adult with a learning disability, not just those who attend Spadework.

In our last survey 100% of carers who attend Spadework said: ”I feel better prepared for the future.”







Carers information events

We host regular information events to bring people together. These events enable people to find out more about all the dementia and learning disability services that are available. Bringing organisations together under one roof makes it easier for people to find out more, ask questions and to get feedback face-to-face.

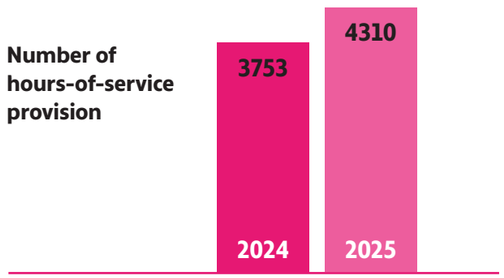
spadework wellbeing services

Wellbeing Services

Throughout 2025 we continued to offer a breadth of group activities to people who want to improve their mental wellbeing. They may be referred to us by another organisation or they may be self-referred.

- **Gardening**
- **Reading**
- **Singing**
- **Textiles**
- **Walking**
- **Woodwork**

Year on year the demand for our services has increased by 15%.



We are always looking for ways to evolve and improve these services. One of the biggest changes that we made in 2025 was to our Gardening groups. The activities of the Gardening groups used to focus solely on gardening around our five-acre site. But it became clear that several of the people who come to Spadework, particularly who attend our Dementia Services, find themselves in need of assistance in their own gardens. This felt like a wonderful opportunity for our Gardening group to go and help them.



This change has added more purpose for the gardeners. One of them said: "It feels very different [to doing the gardening at Spadework] because we are meeting each individual's need. For the people whose gardens we are working on, they are pleased to have people from a place they know and trust, taking care of their garden."

In addition, this service generates a small amount of income as there is a charge £20 an hour. Often there are four or five people gardening, so £20 for eight-'man' hours of gardening, is great value for money for the client.

At the end of the year, we started a coffee morning, which is continuing once a month in 2026. It is held in our Green Room and is open to anyone who attends one of our Wellbeing Services. It provides an opportunity for people to meet and to find out more about the other groups. For one attendee, who had recently retired from full-time employment and was missing the camaraderie of work, the coffee morning offers a very welcome opportunity to meet and chat to other people.

Some quotes from our Wellbeing Service users

"Spadework enables me to talk freely, enjoy activities with like-minded people. It's a fabulous place to be and I would thoroughly recommend it."
Sarah, Textiles Group

"I really enjoy coming to Spadework and meeting up with everyone. Making stuff has given my mental health a huge boost."
Mary, Textiles Group

"I have made new friends. I feel I have something to look forward to each week."
Jean, Singing Group



"It has been encouraging to see the little gardening jobs that I have done make a difference. I have learnt new things, met kind people and contributed to Spadework."
Tom, Gardening group

"We sang outside and there was no need to rehearse, no audition. We were standing outside under the trees, had buzzards flying above and we just sang."
Cait, singing group

The Future

We will continue to offer a breadth of activity groups to people who, for whatever reason, have identified a need to nurture their wellbeing. Specific services like Woodwork and Gardening are run in groups of no more than eight people, to enable good levels of support from our staff and volunteers.

In 2026 we are looking to introduce more specific services to support people who have experienced bereavement. This is in part a response to the reason why some people already attend our wellbeing services, but this will enable us to be there specifically when grief and loss are part of someone's life journey.

A Personal Story: John

John attends Spadework's weekly Woodwork for Wellbeing sessions. He heard about the service through a referral from The Shaw Trust (an employment charity that champions community health and wellbeing to improve all aspects of life and help people into work).

"I've suffered with mental health problems a lot throughout my life, anxiety and depression." John said. "When I was a lot younger, psychosis. It has prevented me from living a normal life, whatever you would call normal nowadays. I have worked on and off throughout my life, but I've spent a lot of time by myself and a lot of time in alcohol addiction which, touch wood, I have overcome in the last couple of years.

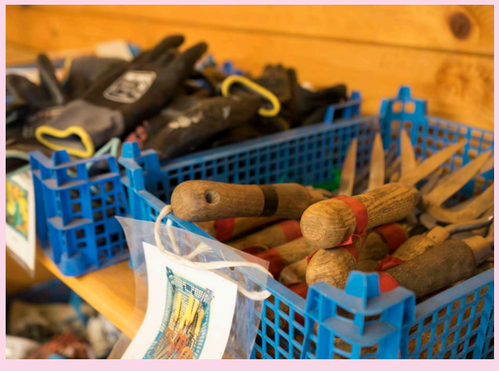
"Coming here, I was looking for something to give myself a bit more of a purpose. I spend a lot of time on my own in the week. I see my dad during the week, but I need to start moving forward a bit. If I don't put myself out there, nothing is going to happen. This [Spadework] seemed like a good starting place.

"I did build stuff at college, but this is learning to use a drill and the simple stuff again, all the basics that have gone from my head.

"I've made a bird box, which I gave to my dad and a bird feeder which I will give to my sister and now I'm making a tray. It's good, it's not just for me, it's for my mum and my dad. They are pleased I'm doing something. It makes them feel a bit more like something is happening in my life.

"I'm 37 years old. It has been a while since I've been in employment, maybe something will come from this. I'm a bit of a pessimist, but it has helped and I'd be lying if I didn't say it has improved my mood.







"I did build stuff at college, but this is learning to use a drill and the simple stuff again, all the basics that have gone from my head."

John

"There might be other things for me here, like gardening. Hopefully I can come back here and do more. I need to be busy. I've spent a lot of years not doing enough and it doesn't do me any good.

"Because my mental health is very up and down, I can't really say how long things will go on before they go downhill. I try to do my best when I can, build on things because I can get very comfortable in my own misery."

For anyone who might be considering attending Spadework, John said: "There's nothing to be worried about. They are all here to help and everyone who comes here is in the same boat, different backgrounds, but they all are here for a reason. Give it a go."

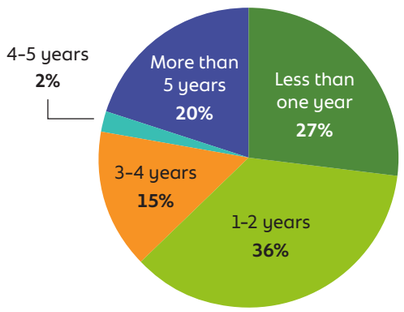
Volunteers

Volunteers play a central role in how Spadework operates day to day. Through their time, skills and commitment, volunteers support our services, strengthen our community and contribute to the quality and consistency of our work.

In 2025 we had 44 volunteers who contributed 5,679 hours.

Where our volunteers help	Number of volunteers
Dementia Services	12
Learning and other Disability Service	20
Wellbeing	3
Social Enterprises (CIC)	9

Volunteer length of service



Our dementia volunteers have been described by some of our service delivery staff as "the glue that hold our sessions together." They are the listening ears, the supportive smiles and the givers of tea, cake and comfort to those who seek out our dementia support. Many live locally in Offham. For our well-being services, volunteers also provide much-needed support and care for people looking to enhance their sense of purpose and belonging.

Volunteers provide vital additional resource to our Learning Disability service, ensuring that all the activities can run as planned, for example when paid staff are absent. By helping to ensure our staff-to-trainee ratios are maintained, they also enable trainees to have access to individual attention and care when it is needed.

Volunteers help Spadework to generate income from our Social Enterprises, for example by assisting in the Garden Centre. By lightening the salary burden, they ensure that any profit and, therefore, financial benefit to the charity, is maximised. The volunteers are also an extra resource to help ensure excellent customer service. Easter egg hunts, pumpkin picking and selling Christmas trees are some of the seasonal events that our volunteers support. This means we can manage an increase in visitor numbers without impacting on our day-today services.

In 2025 we conducted a review of their experiences, talking to each of our volunteers individually to shape a strategy for supporting them in future. This will ensure that their experience continues to be rewarding in ways that suit individual skills and volunteer aspirations. It also means that we can better support the journey of new volunteers.

A Personal Story: Carol

In February 2025, Carol chose to become a volunteer within our Dementia Services.

"I hadn't done any volunteering before I came to Spadework," she said. "I had stopped working for the NHS and I was having a break from work. I had sort of retired. My mum had died, life changes and then my friend said: 'Why don't you volunteer at Spadework? They're always advertising.' So that's what I did!

"My first day as a volunteer was spent with the Dementia Memory Café. It was very busy and other volunteers were there and they guided me. I was making teas and coffees for the clients after they had listened to some music.

"Then I chatted with Julie (Spadework Dementia Services Manager) and now I help with three different dementia groups, the Memory Café, the Singing Group (which I really love) and Music and Movement which is sitting in a chair and doing some movements to music.



"At the Memory Cafes I often think of my mum. She loved music. The songs are old, but familiar and I really do enjoy that. I feel that if I'm in a bit of a 'downer' mood, I always feel very uplifted by that. They're all singing and they've got musical instruments and it's just a real joy. They all leave with a smiley face!

"I enjoy the Memory Café, but it's hectic. I think there have been as many as 53 clients in there one day, with coats on chairs. We were trying to offer tea and I'm trying to squeeze through the narrow spaces behind chairs. I think I need to lose a bit of weight because I can't get through!

"I feel supported as a volunteer. I think Julie would always listen to me if I had a problem. She's very grateful to us for our help and I just feel very happy. It's really helped me. After leaving work I had a bit of a void. I needed to do something, but I didn't know what and the longer you leave it the more the confidence goes. I think it has brought it back to me. It's just nice to be appreciated, to have a little pat on your back and for someone to say: 'Thank you.'

"It's nice to volunteer, to give something back. I think everyone should do it if they can, because charities need help. Spadework is a really lovely place and when the sun shines here, it's just amazing isn't it?"

spadework social enterprises

Social Enterprises

On our five-acre site we have a Garden Centre, Café, Farm Shop and Gift Shed, which are the main parts of Spadework Social Enterprises. Attracting visitors to the site, they enable us to showcase our charitable work at the same time as generating valuable income. The profit goes back into the charity, closing the gap between statutory funding and the costs of running the charity.

In 2025, along with the income generated from selling logs and from our PYO Pumpkin Event, our trading income was higher than at any time in our 41-year history. However, for several reasons the profit was smaller than in previous years, meaning there was less money to go back to support the services that the charity offers.

Our staff costs have increased year on year. To generate income and satisfy the needs of more customers we need more staff at peak times, but the increase in National Insurance contributions and an increase in the National Minimum Wage have inflated our costs. We are proud to offer opportunities to young people and have acquired some exceptionally talented staff, but, as retail and hospitality business throughout the UK have experienced, it has been challenging to contain our costs while maintaining an excellent quality of products and customer service. In addition, the cost of many items that we sell in our Garden Centre and the food that we serve in our Café have risen with the cost-of-living crisis.

We anticipate this pressure will continue through 2026 and are looking at our processes and other ways to ensure we manage the costs while maintaining, or preferably increasing, the revenue.

In 2025 we made the decision to combine our Farm Shop and Gift Shed into one space. As supermarkets continue to offer food at lower prices, we have been aware that, despite our commitment to support local food and drink producers, footfall to the shop has been in decline for several years. Our Gift Shed, which opened in 2024, has generated income to replace some of the lost income from the Farm Shop. We know that many people come to Spadework now to buy gifts and cards. In January 2026, with a small amount of building work, we are excited to open this new space.

We have also worked very hard to make our PYO Pumpkin Event in October more appealing to local people. We built two new huts, hired portable toilets for the first time and made more food and drink available for visitors. By generating an additional £4,000 this year, we covered the cost of this infrastructure and are looking forward to another successful event in 2026. Our PYO Pumpkin event is a great example of how our charity and social enterprises come together, for the benefit of the local community and for our charity beneficiaries.

We continued to sell flowers in bulk to local schools to celebrate Mother's Day, and to provide hanging baskets to local organisations like Kings Hill Cricket Club. In 2025 we collaborated with Royal British Legion, based in Aylesford, to plant new spaces they had created around their new buildings. This is a perfect example of how Spadework Social Enterprises support other local charities. We provided the plants as well as staff and volunteers to do the planting, alongside veterans from Royal British Legion.

Introduced in 2024, our Friends of Spadework Loyalty Scheme now has nearly 4,000 people signed up. Exclusive monthly offers across all our social enterprises have helped to drive sales. The database has been invaluable in providing a communication channel to let people know about everything that happens at Spadework, how their support helps our charity, and to encourage them to visit.



Our PYO Pumpkin event is a great example of how our charity and social enterprises come together for the benefit of the local community.

Amid turbulent and challenging times, we are always looking for ways to adapt and evolve. It's not easy. To have a large proportion of your income dependent on the weather, as with our Garden Centre, and to have to soak up changes in legislation, most obvious in staff costs, all against a backdrop of inflationary pressures, we need to be nimble. If for any reason our social enterprises take a downturn in revenue, there is a knock-on effect to the people the charity supports. In 2025 this was an incredibly difficult juggling act.

Our staff and volunteers were amazing in their commitment and creativity. In 2026 we aim to attract more people to drive sales while keeping our focus on the costs of doing business.

Sustainability

Spadework is committed to becoming a carbon-neutral organisation. We have been working with a decarbonisation adviser since 2021. In 2025 we commissioned NextLevel Services to conduct a review of our progress. Our main source of emissions is through the vehicles that we own (including our tipper truck used for customer log deliveries) and our electricity usage.

Below are two key findings and actions we have taken.

Source of Carbon Emissions	Action undertaken to reduce	Future Consideration
Vehicle Emissions	Review of vehicles including Iveco Daily Tipper and MF63 Van – driver awareness training, routine maintenance, monitoring fuel performance against mileage, planning delivery routes	Using electric vehicles
Electricity Emissions	Proactive Energy Management: LED upgrades and introduction of lighting zones. Research into installation of a solar photovoltaic (PV) array	Further improvements in energy efficiency, Aware of planning requirements and capital investment. Consider signing up to Government's SME Climate Commitment







There were several other key findings in the review where our day-to-day actions can have an impact: for example, turning off equipment when not in use, keeping thermostatically controlled temperatures in rooms to around 19 degrees Celsius.

The NextLevel Services Review concluded that Spadework has a Scope 1 and 2 carbon footprint of 123.69 tCO2e (tonnes of carbon dioxide equivalent) for the 2025 calendar year.

The plans for our new Dementia and Wellbeing Hub have been created within our sustainability vision. Plans include ways of reducing energy consumption and carbon emissions, maximising the use of sustainable materials, minimising waste and increasing recycling, conserving water resources, incorporating green infrastructure and having sustainable drainage to deal with surface water and foul water. We have also undertaken a preliminary Ecological Assessment (PEA).

In 2024, with the help of a grant from Tonbridge and Malling Borough Council Rural Grants Scheme, we installed two EV charging points. We were one of the first organisations to offer this infrastructure locally for the use of electric vehicles. This is part of our commitment to creating a more sustainable environment, for us and our visitors.

We are proud to have been recognised for the third successive year with a Gold Award from the Wilder Kent Awards. This reflects our ongoing work taking positive action to restore nature. The standards required to achieve the award are central to all the projects undertaken by our trainees, staff and volunteers on our five-acre site; from growing plants to attract pollinators, harvesting rainwater, upcycling materials in woodwork, to how we manage our vegetable gardens. Our composting expansive system measures 25 metres. With continued focused hard work, we're hoping to extend our record to four consecutive years!

Awards 2025

In 2023 Spadework was named Kent Charity of the Year. Since then we have received several other local and national awards in recognition of our work, including a Wilder Kent Gold Award (for three consecutive years). We were Highly Commended in the national Third Sector Awards.

In 2025 we are delighted to have been recognised with several awards.

- **Charity Today Awards (National)**
  - ~ Spadework was Highly Commended as Disability Impact Charity of the Year
  - ~ Kris Healey, our CEO, received a Highly Commended mention in the James E Smith Special Recognition Award
- **Charity Times (National)**
  - ~ Kris Healey named Charity Leader of the Year
- **Third Sector Awards (National)**
  - ~ Kris Healey shortlisted as Charity Chief Executive
- **Kent Mental Wellbeing Awards**
  - ~ Spadework was Highly Commended
- **Wilder Kent Awards**
  - ~ Spadework was awarded Gold







Looking Ahead



For more than 40 years Spadework has responded to the needs of its community. We began by supporting adults with learning and other disabilities. We also support people living with dementia, carers, and people seeking to improve their wellbeing. Our work has evolved, but the principles at its heart remain constant: dignity, belonging, purpose and community.

Looking ahead means asking what people will need from us next. We see growing numbers of people living with dementia who still have lives to live and friendships to enjoy. We see carers carrying responsibility. We also see our trainees growing older, some having been part of Spadework for many years, and we recognise our responsibility to remain alongside them.

People with learning disabilities are more likely to develop dementia. We want our trainees to remain part of the community they know and value for as long as possible.

Our new Dementia and Wellbeing Hub will enable us to provide specialist day care for people living with dementia, expand community services, support carers and help us remain alongside our trainees as they grow older.

It will also create space for other charities, health services, social prescribing teams and community organisations to work alongside us. It will be more than a building. It will be a trusted place, connecting people to support that is right for them.
Its location is central to that vision. It is a familiar, welcoming place where people visit our Café, Garden Centre, Farm Shop and events. People can receive help without feeling separated from community life or defined by a diagnosis.
Demand and delivery costs continue to rise. Local authority funding is essential but has not kept pace with costs. We are being asked to meet increasingly complex needs within an increasingly constrained financial landscape.

Standing still might appear the safer choice, but would carry risks of its own. We are already unable to support everyone who comes to us. Without additional space, more people will be turned away, more carers will be left without support and more families will reach crisis point.

The Hub is a response to need. We must protect and sustain the services people depend upon today while preparing for the needs our community will face tomorrow.

Sustainable services cannot be built on goodwill alone. We will continue to work constructively with local authorities, commissioners, funders and partners to make the case for properly funded services, while building the support needed to make the Hub a reality.

The next stage will require strong partnerships and the continued support of our community.

Our purpose remains clear: to help more people feel safe, valued and connected, and to give everyone who comes to Spadework a place to belong.

Kris Healey

Kris Healey CEO

Fundraising



We couldn't do it without you!

None of this would be possible without the help and support of many individuals and organisations. The year 2025 was a challenging one for us as we experienced an increasing reliance on the income generated by our social enterprises and grants and donations to support our running costs as well as for capital projects. Running costs have increased because of rising living costs, increased employers' national insurance contributions and the recruitment of more staff to meet the demand for our services.

We are grateful to the following organisations for their support:
Tonbridge and Malling Borough Council West Kent Rural Grant Scheme for the trainee kitchen refit.

The National Lottery Community Fund, Tesco Stronger Starts, Kent Community Foundation and Involve Kent for supporting the delivery of our activities. Our lead corporate partner, Fernham Homes, have been supporting us for three years. In 2025 we were the beneficiary not only of Managing Director Sean Ellis's personal fundraiser in the spring when he completed an Iron Man Challenge, but also for the Fundraising Gala Dinner hosted and supported by The Swan in West Malling. Along with staff quizzes, a golf day and a sponsored walk, Fernham Homes have made a significant contribution to Spadework this year.

Maidstone-based Fairdeal Windows have also continued to support Spadework, helping us source and fund eggs for our community Easter Egg Hunt and in October when they celebrated their 35th Anniversary, hosting a fund-raising Gala Dinner.

We have also benefited from being nominated as Charity of the Year by Capital Space-owned Churchill Square Business Centre at Kings Hill. Harnessing the energy of Toni Wilkinson, Centre Manager, and the many businesses based there, Spadework has not only been supported but has also been able to spread the word about what we do.

We are grateful to all the local businesses that support us, particularly through October and our PYO Pumpkin Event: Banijay Entertainment, CSR Laser Energy, Cantium, Covea Insurance, Henry Schein Dental, Jacobs, Kier Group, MHA Baker Tilley, Marsh, MidKent College, National Highways, Rolex, Runway Training, Seasalt Sevenoaks, Stantec, SUEZ, Taylor Woodrow and Unigloves. In addition, New Wave Electrical, A & N Plumbing and Kent Cabin Craft Company have helped with on-site projects.

Local farm LJ Betts have given great support for our PYO Pumpkin Event, helping us grow so many pumpkins and sharing their bore water.

Our thanks also to the many individuals, community organisations, schools and special interest groups that invite us to give talks and support us.

Local support has come from Offham Parish Council, the Offham Society, the Offham Village Hall Committee and many people in Offham Village.

We are fortunate to have the support of our trustees, trainees, the trainees' parents and carers, beneficiaries of our dementia and wellbeing services and everyone who visits our Café, Farm Shop, Gift Shed and Garden Centre, attends one of our events or volunteers their time with us.

In 2026 the plans for our new Dementia and Wellbeing Hub will require a major, multi-year fundraising initiative. We are investing in growing our team's capacity and skills so we can deliver this project confidently while continuing to raise the funds that sustain our current services.

Thank you to every person who has supported us in the past and those who will support us in the future.





115 people from local businesses donated a total of 409 hours of volunteering







Treasurer's Report 2025

Introduction

As Treasurer of Spadework, I am pleased to present an overview of our financial performance for the year ending 31st December 2025. The consolidated Group income and expenditure, as outlined in our Statement of Financial Activities (SOFA), demonstrate a strong and stable financial position. However, these figures include both the charitable activity of Spadework Limited and the commercial operations of our trading subsidiary, Spadework Social Enterprises CIC. While the SOFA provides a comprehensive picture, it is important to remember that it does not separate the charity's core delivery from the commercial income that underpins it.

Financial Overview of Charitable Activities

Our charitable activities generated total income of £1,040,212, while donations and legacies contributed £259,746. In addition, Spadework Social Enterprises CIC made a management charge of £743,972 to the charity and generated a 2025 profit of £60,791. The charity's net movement in funds for the year was £5,640. This reflects the continuing importance of both our charitable income and our trading subsidiary in supporting Spadework's wider mission.

Donations and legacies in 2025 totalled £259,746. Charitable activities income was £1,040,212, including Kent County Council income of £747,050, Medway Council income of £45,188, private sponsorship income of £205,588 and other activities income of £42,386. Total expenditure on charitable activities was £2,746,851 for the group, of which £2,627,150 related to unrestricted funds and £119,701 to restricted funds.

Charity income consists of:	Donations and legacies	£	259,746
	Charitable activities	£	1,040,212
	Other trading	£	1,561,450
	Investment income	£	10
	Total group income	£	2,861,418
	Less total group expenditure	£	(2,835,354)
	Net income for the year	£	26,064

Ongoing Challenges and the Role of the CIC

This year's strong financial performance reflects the commitment of our teams across the organisation, alongside the continued contribution of our commercial operations. However, the underlying financial pressures remain significant. Statutory funding continues to fall short of the true cost of delivering care and support at Spadework, making the contribution of our CIC and generous donors essential in bridging this gap.

We continue to work constructively with commissioners to advocate for funding arrangements that more accurately reflect the cost of delivering high-quality care and support. While these discussions will take time, we remain committed to this dialogue and hopeful that it will contribute to a more sustainable funding environment.

Looking Ahead

We enter the coming year from a position of financial strength, with growing reach and impact across the communities we serve. The surplus generated this year will enable us to strengthen our reserves, invest in our infrastructure and plan confidently for the future, including our ambition to develop a purpose-built Dementia and Wellbeing Hub.

On behalf of the Board, I would like to thank our staff, volunteers, donors, partners and customers for their continued commitment and support. Together, we are building a resilient, values-led organisation that enables people to live more independent, connected, healthy and fulfilling lives.



Tony Young
September 2026

Trustees' report (continued)
For the year ended 31 December 2025

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

At 31 December 2025, Spadework's free reserves totalled £208,834 (2024: £197,242), calculated as unrestricted funds excluding designated funds and tangible fixed assets. The Trustees have reviewed the charity's risk profile and financial exposure and agreed a reserves target of £300,000. This reflects a prudent level sufficient to cover approximately two to three months of core staffing costs and to safeguard the organisation against a range of potential risks.

These include but are not limited to:

• A sudden loss of commercial income due to external factors such as road closures, severe weather events, rising utility or supply chain costs, or reduced footfall linked to the cost-of-living crisis
• Unexpected disruption to income generated by social enterprises such as the Garden Centre, Café, and Farm Shop
• Changes to or loss of statutory funding, particularly our largest contract with Kent County Council, which is currently due to end in October 2026 (with two possible two-year extensions thereafter). Early indications suggest this contract will be extended, but Trustees continue to monitor developments closely
• Emergency property repairs or urgent capital requirements
• Short-term cash flow or working capital requirements

The updated reserves policy is designed to support the charity's ability to continue delivering services without interruption during periods of uncertainty, while safeguarding the long-term sustainability of the organisation. Although current free reserves remain below this new target, the Trustees are committed to building up the level of reserves in future years.

To support this, the charity continues to review its cost base, seek efficiencies, and actively fundraise across a range of income streams. Spadework's trading subsidiary, Spadework Social Enterprises CIC, also plays a vital role in generating unrestricted income to support our charitable objectives. Surpluses generated by the CIC are reinvested into the charity's unrestricted funds where possible, supporting our reserves growth and wider mission.

The reserves policy will be reviewed annually as part of the charity's wider risk management process to ensure that it remains aligned with Spadework's financial position, operating environment, and strategic objectives.

General reserves at 31 December 2025 amounted to £208,834 (2024: £197,242), designated funds totalled £1,060,695 (2024: £969,899) and restricted funds were £4,126 (2024: £80,450) giving total funds of £1,273,655 (2024: £1,247,591).

At 31 December 2025 net current assets totalled £323,809 (2024: £395,165).

Structure, governance and management

a. Company status

Spadework Limited is registered as a charitable company limited by guarantee with no share capital. The company was incorporated on 30 May 1984 and is governed by its Memorandum of Association. It has one wholly owned trading subsidiary, Spadework Social Enterprises CIC, which undertakes commercial activities in support of the charity's objectives.

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.

c. Organisational structure and decision-making policies

Spadework is governed by a Board of Trustees, which has overall responsibility for the charity's strategic direction, governance and financial stewardship. The Chair leads the Board and supports an effective working relationship between trustees and the Chief Executive Officer.

The Board sets and reviews the organisation's strategy, approves annual budgets and key policies, oversees risk and organisational performance, and ensures compliance with legal and regulatory requirements.

Responsibility for the day-to-day leadership and management of the charity is delegated to the Chief Executive Officer, who is accountable to the Board. The Chief Executive Officer is supported by the Senior Management Team, whose responsibilities include service delivery and quality, social enterprise operations, financial management, fundraising, people management, safeguarding, health and safety, and regulatory compliance.

The charity has a wholly owned trading subsidiary, Spadework Social Enterprises CIC, which undertakes commercial activities in support of the charity's objectives. The relationship between the charity and the subsidiary is overseen through their respective governance and financial reporting arrangements.

Spadework Limited
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 December 2025

Structure, governance and management (continued)

d. Trustee recruitment, appointment, induction and development

The Board of Trustees is responsible for identifying and recruiting individuals with the skills, experience and values required to support the effective governance of Spadework. Recruitment is informed by the organisation's strategic priorities and any identified gaps in the Board's collective skills, knowledge, experience and diversity.

The Board periodically reviews its collective skills, experience and diversity to inform trustee recruitment, Board development and succession planning.

Prospective trustees are typically identified through professional networks, recommendations and community connections. Potential candidates are invited to learn more about Spadework, visit its services and attend Board meetings before a formal appointment is considered. This enables both the candidate and the Board to assess suitability, commitment and alignment with the charity's mission, values and strategic objectives.

Trustees are formally appointed in accordance with the charity's governing document and applicable governance requirements. Appointments and any associated declarations are recorded in the minutes of the relevant Board meeting, and the charity's statutory records are updated as required.

Following appointment, trustees undertake an induction process covering:

- The charity's governing document, purposes and activities
- The legal duties and responsibilities of charity trustees
- The charity's strategy, finances, principal risks and current priorities
- Safeguarding, health and safety and regulatory responsibilities
- Key organisational policies and governance arrangements
- The relationship between the charity and its wholly owned trading subsidiary
- The respective roles of the Board, Chair, Chief Executive Officer and Senior Management Team

Trustees are provided with a Trustee Role Description and Trustee Code of Conduct. They are encouraged to undertake ongoing training and development relevant to their responsibilities, including safeguarding, charity governance, finance and other sector-specific matters. Training needs may also be identified through Board discussions, changes in legislation or regulation, and reviews of the Board's collective skills and effectiveness.

e. Pay policy for key management personnel

The Board of Trustees is responsible for setting the pay and remuneration of key management personnel, including the Chief Executive and Heads of Department. Salaries are determined with reference to benchmark data across the third sector, public sector, and, where appropriate, comparable roles in the private sector. In setting pay, the Board ensures that salaries reflect the level of responsibility, required qualifications, and specialist skills necessary to deliver Spadework's charitable objectives and support the effective governance of both the charity and its trading subsidiary. Remuneration decisions are guided by the need to recruit and retain experienced leaders who align with the charity's mission, values, and commitment to financial stewardship.

Structure, governance and management (continued)

f. Related party relationships and conflict of interest arrangements

The charity is committed to maintaining high standards of integrity, transparency and accountability. Trustees are required to declare any actual, potential or perceived conflicts of interest. These are managed in accordance with the charity's governing document, Trustee Code of Conduct, relevant policies and the requirements of charity law.

Declarations of interest are a standing item at every Board meeting. Trustees are required to declare any interests relevant to the matters under consideration. Where a conflict arises, the affected trustee withdraws from the relevant discussion and decision-making, where appropriate, and the declaration and action taken are recorded in the meeting minutes.

A Register of Interests is maintained and reviewed regularly to support effective governance and transparency. Trustees are expected to update their declarations whenever their circumstances change.

Related party transactions are identified, reviewed and disclosed as required by the Charities SORP and applicable accounting standards. The Board oversees these arrangements to ensure that related party relationships are appropriately managed and that decisions are properly authorised, transparent and made in the best interests of the charity.

g. 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.

Spadework Limited
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 December 2025

Structure, governance and management (continued)

h. Delegation arrangements

The Board retains responsibility for matters of strategic or constitutional importance, including:

- Organisational strategy and charitable purpose
- Approval of annual budgets and statutory accounts
- Financial oversight and reserves
- Major capital expenditure and commitments
- Risk management and internal control
- Significant policies and governance decisions
- Appointment, support and oversight of the Chief Executive Officer
- Compliance with legal, regulatory and contractual obligations

Authority for the day-to-day management of the charity is delegated to the Chief Executive Officer, who is responsible for delivering the agreed strategy and budget and for the effective management of the charity's people, services and resources.

The Chief Executive Officer may delegate defined operational responsibilities to members of the Senior Management Team and other employees while retaining overall executive accountability. The exercise of delegated authority is monitored through management reporting, financial controls, performance information, risk reporting and regular reports to the Board.

Financial authority is exercised within agreed budgets and in accordance with the charity's financial controls and approval arrangements. Matters outside agreed authority levels, or which are novel, contentious or strategically significant, are referred to the Board for consideration.

The charity also maintains business continuity and emergency decision-making arrangements to support continuity of leadership and operations during the temporary absence of key personnel.

Basis for preparation of accounts

The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019). Since the group and the Charity qualify as small under section 383 of the Companies Act 2006, the Group strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Trustees' report (continued)
For the year ended 31 December 2025

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Charity 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 Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity 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 Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

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

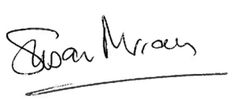
- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The audit registration of Kreston Reeves LLP was transferred to Kreston Reeves Audit LLP on 6 October 2025. Kreston Reeves Audit LLP were formally appointed as auditor to the company on 6 October 2025.

The auditors, Kreston Reeves Audit LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Sue Murray
Chair
Date: 21 September 2026

Independent auditors' report to the Members of Spadework Limited

Opinion

We have audited the financial statements of Spadework Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated 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 Group's and of the parent charitable company's affairs as at 31 December 2025 and of the Group's 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 and the Charities Act 2011.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group 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

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

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

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

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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:

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

Responsibilities of trustees

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 Group's and the parent 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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

Capability of the audit in detecting irregularities, including fraud

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the group and charitable sector generally, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of noncompliance with laws and regulations related to safeguarding, health and safety, antibribery and employment law. We considered the extent to which noncompliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of noncompliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to increase revenue or reduce expenditure and management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations and fraud; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal.course of business; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud: and
- Conducting interviews with appropriate personnel to gain further insight into the control systems implemented, and the risk of irregularity; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant regulatory authorities; and
- Physical inspection of tangible assets susceptible to fraud or irregularity; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation; and
- Performing analytical procedures to identify any unusual.or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud.

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

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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, and to the charitable company's trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 Auditors' 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.

Spadework Limited
(A company limited by guarantee)

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

Kreston Reeves Audit LLP

Samantha Rouse FCCA DChA (Senior statutory auditor)
for and on behalf of
Kreston Reeves Audit LLP
Statutory Auditor
Chatham Maritime

Date: 21 September 2026

Spadework Limited

(A company limited by guarantee)

Consolidated Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 December 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	3	**145,795**	**113,951**	**259,746**	290,741
Charitable activities	4	**1,040,212**	**-**	**1,040,212**	884,177
Other trading activities	5	**1,561,450**	**-**	**1,561,450**	1,349,607
Investments	6	**10**	**-**	**10**	534
Total income		**2,747,467**	**113,951**	**2,861,418**	2,525,059
Expenditure on:					
Raising funds	7	**88,503**	**-**	**88,503**	101,799
Charitable activities	8	**2,627,150**	**119,701**	**2,746,851**	2,318,268
Total expenditure		**2,715,653**	**119,701**	**2,835,354**	2,420,067
Net income/(expenditure)		**31,814**	**(5,750)**	**26,064**	104,992
Transfers between funds	17	**70,574**	**(70,574)**	**-**	-
Net movement in funds		**102,388**	**(76,324)**	**26,064**	104,992
Reconciliation of funds:					
Total funds brought forward		**1,167,141**	**80,450**	**1,247,591**	1,142,599
Net movement in funds		**102,388**	**(76,324)**	**26,064**	104,992
Total funds carried forward		**1,269,529**	**4,126**	**1,273,655**	1,247,591

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

The notes on pages 18 to 34 form part of these financial statements.

Spadework Limited

(A company limited by guarantee)
Registered number: 1820460

Consolidated balance sheet
As at 31 December 2025

	Note		2025 £		2024 £
Fixed assets					
Tangible assets	11		**1,060,695**		969,899
			1,060,695		969,899
Current assets					
Stocks	13	**225,969**		203,000	
Debtors	14	**529,938**		437,284	
Cash at bank and in hand		**79,935**		75,722	
		835,842		716,006	
Current liabilities					
Creditors: amounts falling due within one year	15	**(512,033)**		(320,841)	
Net current assets			**323,809**		395,165
Total assets less current liabilities			**1,384,504**		1,365,064
Creditors: amounts falling due after more than one year	16		**(110,849)**		(117,473)
Total net assets			**1,273,655**		1,247,591
Charity funds					
Restricted funds	17		**4,126**		80,450
Unrestricted funds	17		**1,269,529**		1,167,141
Total funds			**1,273,655**		1,247,591

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:

Sue Murray
Chair
Date: 21 September 2026

Tony Young
Treasurer
Date: 21 September 2026

Spadework Limited
(A company limited by guarantee)
Registered number: 1820460

Charity balance sheet
As at 31 December 2025

	Note		2025 £		2024 £
Fixed assets					
Tangible assets	11		**1,060,695**		969,899
Investments	12		**1**		1
			1,060,696		969,900
Current assets					
Stocks	13	**34,997**		30,838	
Debtors	14	**524,465**		428,367	
Cash at bank and in hand		**77,019**		71,219	
		636,481		530,424	
Current liabilities					
Creditors: amounts falling due within one year	15	**(373,464)**		(175,627)	
Net current assets			**263,017**		354,797
Total assets less current liabilities			**1,323,713**		1,324,697
Creditors: amounts falling due after more than one year	16		**(110,849)**		(117,473)
Total net assets			**1,212,864**		1,207,224
Charity funds					
Restricted funds	17		**74,700**		80,450
Unrestricted funds	17		**1,138,164**		1,126,774
Total funds			**1,212,864**		1,207,224

The Charity's net movement in funds for the year was £5,640 (2024 - £234,643).

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:

Sue Murray
Chair
Date: 21 September 2026

Tony Young
Treasurer
Date: 21 September 2026

Spadework Limited
(A company limited by guarantee)

Consolidated statement of cash flows
For the year ended 31 December 2025

	2025 £	2024 £
Cash flows from operating activities		
Net cash used in operating activities	**174,736**	(3,332)
Cash flows from investing activities		
Fixed Asset Additions	**(163,899)**	(81,468)
Net cash used in investing activities	**(163,899)**	**(81,468)**
Cash flows from financing activities		
Repayments of borrowing	**(6,624)**	(6,256)
Net cash used in financing activities	**(6,624)**	**(6,256)**
Change in cash and cash equivalents in the year	**4,213**	**(91,056)**
Cash and cash equivalents at the beginning of the year	**75,722**	166,778
Cash and cash equivalents at the end of the year	**79,935**	75,722

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 2019), 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.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

2.2 Income

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

Grants are included in the Consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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.

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2025

2. Accounting policies (continued)

2.3 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 Group 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 Group's objectives, as well as any associated support costs.

2.4 Interest receivable

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

2.5 Taxation

The Charity 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 Charity 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.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 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 land	- Not depreciated
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

2.7 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2. Accounting policies (continued)

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.

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 Charity 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.

2.12 Financial instruments

The Group 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 Consolidated statement of financial activities on a straight-line basis over the lease term.

2.14 Pensions

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

Spadework Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2025

2. Accounting policies (continued)

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 Group 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 Group 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.

Income from donations and legacies

	Unrestricted funds 2025	**Restricted funds 2025**	**Total funds 2025**	Total funds 2024
	£	**£**	**£**	£
Donations	145,795	113,951	**259,746**	290,741
Total 2024	102,548	188,193	290,741	

Income from charitable activities

	Unrestricted funds 2025	**Total funds 2025**	Total funds 2024
	£	**£**	£
Charitable activities	1,040,212	**1,040,212**	884,177
Total 2024	884,177	884,177	

Charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Other activities	42,386	**42,386**	39,593
Sponsorship - Kent County Council	747,050	**747,050**	619,394
Sponsorship - Medway Council	45,188	**45,188**	38,804
Sponsorship - Private	205,588	**205,588**	186,386
	1,040,212	**1,040,212**	884,177
Total 2024	884,177	884,177	

Income from other trading activities

Income from fundraising events

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Garden Centre	662,476	**662,476**	558,941
The Food Shed Café	513,853	**513,853**	438,450
Farm shop	166,036	**166,036**	157,857
Logs	115,923	**115,923**	113,889
Pumpkins	103,162	**103,162**	80,470
	1,561,450	**1,561,450**	1,349,607
Total 2024	1,349,607	1,349,607	

Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank interest	10	**10**	534
Total 2024	534	534	

Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Fundraising events	3,512	**3,512**	10,994
Total 2024	10,994	10,994	

Other trading expenses

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Cost of sales	84,991	**84,991**	90,805
Total 2024	90,805	90,805	

Notes to the financial statements
For the year ended 31 December 2025

Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Charitable activities	2,627,150	119,701	**2,746,851**	2,318,268
Total 2024	2,157,530	160,738	2,318,268	

Charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Other staff costs	6,575	-	**6,575**	12,436
Vehicle costs	21,377	-	**21,377**	23,538
Office costs	142,027	-	**142,027**	135,602
Professional costs	46,265	-	**46,265**	66,198
Site costs	193,592	4,941	**198,533**	172,860
Bank interest	8,239	-	**8,239**	7,937
Stock purchases	691,981	-	**691,981**	575,075
Training Allowance	21,377	1,066	**22,443**	23,922
Auditors' remuneration	13,060	-	**13,060**	12,940
Wages and salaries	1,213,113	113,694	**1,326,807**	1,101,620
National insurance	119,820	-	**119,820**	74,184
Pension costs	76,621	-	**76,621**	25,339
Depreciation	73,103	-	**73,103**	75,346
Restricted expenditure	-	-	**-**	11,271
	2,627,150	119,701	**2,746,851**	2,318,268
Total 2024	2,157,530	160,738	2,318,268	

Notes to the financial statements
For the year ended 31 December 2025

Staff costs

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Wages and salaries	**1,326,807**	1,101,620	**1,326,807**	1,101,620
Social security costs	**119,820**	74,184	**119,820**	74,184
Contribution to defined contribution pension schemes	**76,621**	25,339	**76,621**	25,339
	1,523,248	1,201,143	**1,523,248**	1,201,143

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

	Group 2025 No.	Group 2024 No.	Charity 2025 No.	Charity 2024 No.
Support Workers	**26**	19	**26**	19
Administrator	**6**	8	**6**	8
Managers	**7**	4	**7**	4
Weekend Staff	**1**	6	**1**	6
CIC	**42**	36	**41**	36
	82	73	**81**	73

The average headcount expressed as full-time equivalents was:

	Group 2025 No.	Group 2024 No.	Charity 2025 No.	Charity 2024 No.
Support Workers	**14**	11	**14**	11
Administrators	**3**	5	**3**	5
Managers	**6**	3	**6**	3
Weekend Staff	**1**	1	**1**	1
CIC	**20**	22	**20**	22
	44	42	**44**	42

9. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2025 No.	Group 2024 No.
In the band £60,001 - £70,000	**1**	-
In the band £90,001 - £100,000	**1**	1

During the year the charity's key management personnel received employee benefits (as defined by Charities SORP FRS 102) of £472,300 (2024: £412,424), including employer's national insurance contributions of £57,797 (2024: £40,897) and employer's pension contributions of £34,465 (2024: £11,627).

Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024: £Nil).

During the year ended 31 December 2025, no Trustee expenses have been incurred (2024: £Nil).

Tangible fixed assets

Group and Charity

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation				
At 1 January 2025	**1,659,614**	**57,407**	**130,849**	**1,847,870**
Additions	**163,899**	**-**	**-**	**163,899**
At 31 December 2025	**1,823,513**	**57,407**	**130,849**	**2,011,769**
Depreciation				
At 1 January 2025	**719,717**	**40,272**	**117,982**	**877,971**
Charge for the year	**63,740**	**4,272**	**5,091**	**73,103**
At 31 December 2025	**783,457**	**44,544**	**123,073**	**951,074**
Net book value				
At 31 December 2025	**1,040,056**	**12,863**	**7,776**	**1,060,695**
At 31 December 2024	939,897	17,135	12,867	969,899

Spadework Limited
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Notes to the financial statements
For the year ended 31 December 2025

Fixed asset investments

Charity	Investments in subsidiary companies £
Cost or valuation	
At 1 January 2025	**1**
At 31 December 2025	**1**
Net book value	
At 31 December 2025	**1**
At 31 December 2024	1

Stocks

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Closing stock	**225,969**	203,000	**34,997**	30,838

Debtors

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Due within one year				
Trade debtors	**149,219**	218,784	**143,746**	209,867
Other debtors	**285,111**	137,802	**285,111**	137,802
Prepayments and accrued income	**95,608**	80,698	**95,608**	80,698
	529,938	437,284	**524,465**	428,367

Creditors: Amounts falling due within one year

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Bank loans	**5,486**	5,506	**5,486**	5,506
Trade creditors	**137,190**	124,694	**40,753**	32,710
Amounts owed to group undertakings	**4,159**	-	**231,787**	66,542
Other taxation and social security	**336,097**	171,384	**66,337**	51,612
Other creditors	**12,341**	5,447	**12,341**	5,447
Accruals	**16,760**	13,810	**16,760**	13,810
	512,033	320,841	**373,464**	175,627

Creditors: Amounts falling due after more than one year

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Bank loans	**110,849**	117,473	**110,849**	117,473

Included within the above are amounts falling due as follows:

Between two and five years				
Bank loans	**22,024**	22,024	**22,024**	22,024
Over five years				
Bank loans	**88,825**	95,449	**88,825**	95,449

Included in creditors is a loan from Natwest Bank, payable over 10 years at a fixed rate of 6.23% pa over the Bank's base rate. During the fixed rate period monthly instalments of £1,175.45 will be payable, with the balance of the loan being due as a final instalment.

The loan is secured by a registered charge dated 23 December 2008 in favour of National Westminster Bank Plc over the charity's freehold land on the north side of Teston Road, Offham, West Malling, registered under title number K598821.

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Notes to the financial statements
For the year ended 31 December 2025

Statement of funds

Statement of funds - current year

	Balance at 1 January 2025 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2025 £
Designated funds					
Fixed Asset Fund	**969,899**	**-**	**(73,103)**	**163,899**	**1,060,695**
General funds					
General Fund	**197,242**	**2,747,467**	**(2,642,550)**	**(93,325)**	**208,834**
Total Unrestricted funds	**1,167,141**	**2,747,467**	**(2,715,653)**	**70,574**	**1,269,529**
Restricted funds					
National Lottery	**-**	**87,039**	**(87,039)**	**-**	**-**
Other Restricted Funds	**80,450**	**26,912**	**(32,662)**	**(70,574)**	**4,126**
	80,450	**113,951**	**(119,701)**	**(70,574)**	**4,126**
Total of funds	**1,247,591**	**2,861,418**	**(2,835,354)**	**-**	**1,273,655**

Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2024 £
Designated funds					
Fixed Asset Fund	963,777	-	(75,346)	81,468	969,899
General funds					
General Fund	125,827	2,336,866	(2,183,983)	(81,468)	197,242
Total Unrestricted funds	1,089,604	2,336,866	(2,259,329)	-	1,167,141
Restricted funds					
National Lottery	-	74,605	(74,605)	-	-
Other Restricted Funds	52,995	113,588	(86,133)	-	80,450
	52,995	188,193	(160,738)	-	80,450
Total of funds	1,142,599	2,525,059	(2,420,067)	-	1,247,591

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 **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 **National Lottery Fund** relates to grants received from the National Lottery for various works to make improvements to the Charity's premises.

Other restricted funds relate to immaterial grants and donations received from various organisations or individuals for specific projects.

Transfers out of restricted funds during the year relate to the purchase of capital assets, in accordance with the terms of the restricted grant, and have been transfered to the Charity's designated fixed asset fund as the terms of the restriction have now lapsed.

Summary of funds

Summary of funds - current year

	Balance at 1 January 2025 £	**Income £**	**Expenditure £**	**Transfers in/out £**	**Balance at 31 December 2025 £**
Designated funds	**969,899**	**-**	**(73,103)**	**163,899**	**1,060,695**
General funds	**197,242**	**2,747,467**	**(2,642,550)**	**(93,325)**	**208,834**
Restricted funds	**80,450**	**113,951**	**(119,701)**	**(70,574)**	**4,126**
	1,247,591	**2,861,418**	**(2,835,354)**	**-**	**1,273,655**

Summary of funds - prior year

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2024 £
Designated funds	963,777	-	(75,346)	81,468	969,899
General funds	125,827	2,336,866	(2,183,983)	(81,468)	197,242
Restricted funds	52,995	188,193	(160,738)	-	80,450
	1,142,599	2,525,059	(2,420,067)	-	1,247,591

Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	**Restricted funds 2025 £**	**Total funds 2025 £**
Tangible fixed assets	1,060,695	-	**1,060,695**
Current assets	831,716	4,126	**835,842**
Creditors due within one year	(512,033)	-	**(512,033)**
Creditors due in more than one year	(110,849)	-	**(110,849)**
Total	1,269,529	4,126	**1,273,655**

19. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	969,899	-	969,899
Current assets	635,556	80,450	716,006
Creditors due within one year	(320,841)	-	(320,841)
Creditors due in more than one year	(117,473)	-	(117,473)
Total	1,167,141	80,450	1,247,591

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

	Group 2025 £	Group 2024 £
Net income for the year (as per Statement of Financial Activities)	**26,064**	104,992
Adjustments for:		
Depreciation charges	**73,103**	75,346
Increase in stocks	**(22,969)**	(63,024)
Increase in debtors	**(92,654)**	(241,488)
Increase in creditors	**187,033**	120,842
Net cash provided by/(used in) operating activities	**170,577**	(3,332)

Analysis of cash and cash equivalents

	Group 2025 £	Group 2024 £
Cash in hand	**79,935**	75,722
Total cash and cash equivalents	**79,935**	75,722

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For the year ended 31 December 2025

Analysis of changes in net debt

	At 1 January 2025 £	**Cash flows £**	**At 31 December 2025 £**
Cash at bank and in hand	**75,722**	**4,213**	**79,935**
Debt due within 1 year	**(5,506)**	**20**	**(5,486)**
Debt due after 1 year	**(117,473)**	**6,624**	**(110,849)**
	(47,257)	**10,857**	**(36,400)**

Contingent liabilities

The charity is in correspondence with Kent County Council regarding amounts invoiced under a service contract. Due to the uncertainty over the existence and amount of any liability, no provision has been recognised in the financial statements. It is not currently practicable to estimate any potential financial effect.

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 £76,621 (2024: £25,339). Contributions totalling £12,341 (2024: £5,447) were payable to the fund at the balance sheet date and are included in creditors.

Operating lease commitments

At 31 December 2025 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2025 £	Group 2024 £	**Charity 2025 £**	Charity 2024 £
Not later than 1 year	**-**	60	**-**	60

Related party transactions

One of the charity's trustees, Louise Mingey, and her husband are the sole directors of ETS Health & Safety, a company which provided health and safety services to the charity during the year.

During the year, the charity incurred costs of £3,155 in respect of services provided by ETS Health & Safety (prior year: £399 after her appointment on the 25th November 2024). At the year end, a creditor balance of £732 was outstanding (prior year: £479).

During the year, unrestricted donations totalling £300 were received from trustees (prior year: £nil).

Donations of £750 were received from Brachers LLP, a firm in which Mary Rimmer, a trustee of the charity, is a partner. In addition, Brachers LLP made purchases from the charity totalling £107.50 during the year (prior year: £nil).

Controlling party

There is no overall controlling party.

Principal subsidiaries

The following was a subsidiary undertaking of the Charity:

Name	Company number	Registered office or principal place of business	Principal activity
Spadework Social Enterprises CIC	13099464	Spadework Nursery, Teston Road, Offham, West Malling, Kent, ME19 5NA	To provide commercial support to the Charity and learning opportunities for the trainees

Class of shares	Holding	Included in consolidation
Ordinary	100%	Yes

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
Spadework Social Enterprises CIC	**1,560,547**	**(1,499,756)**	**60,791**	**60,791**



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