Share Community Limited

Annual Report and Financial Statements

For the year ended 31 March 2026

Company Number: 01081030
Charity Number: 264894

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Status	The organisation is a Charitable Company limited by guarantee, incorporated on 9 November 1972 and registered as a charity on 19 February 1973.	
Governing Document	The company was established under a memorandum of association which established the objects and powers of the Charitable Company and is governed under its articles of association.	
Charity Registration Number	264894	
Registered Company	01081030	
Registered and operation address	64 Altenburg Gardens London SW11 1JL	
Board of trustees (Directors)	Chris Jeffery	*Treasurer*
	Lisa Androulidakis	
	Kelly Channer	*Resigned 17 November 2025*
	Kirsty Humby	
	Maguette Kebe	
	Katie Dootson	*Resigned 2 July 2026*
	Klementyna Zastawniak	*Resigned 3 June 2025*
	Victoria Medhurst	*Resigned 26 November 2025*
	Dr Robert Arnott	*Chair*
	George Wade	*Resigned 7 July 2026*
	Ciaran Peter Carvalho	*Joined 16 October 2025*
Patrons	Lord Alf Dubs Patricia Hodge OBE Geraldine James OBE	
Company Secretary	Abi Carter	*Resigned 2 April 2026*
	Nirmalan Kugathasan	*Appointed 31 March 2026*
Chief Executive	Abi Carter	*Resigned 2 April 2026*
Interim Chief Executive	Nirmalan Kugathasan	*Appointed 2 April 2026*
Bankers	HSBC 240 Lavender Hill London SW11 1LH	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Independent Auditors	HaysMac LLP 10 Queen Street Place London EC4R 1AG	

Trustees’ report







The trustees present their report and the audited financial statements for the year ended 31 March 2026.

Reference and administrative information set out on page 3 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (Second Edition).

Strategic report

Share Community provides a range of specialist programmes and activities for adults with a learning disability, autistic adults, and adults with mental health and other support needs.

Our vision

To live in a world where disabled adults are genuinely valued and included, can make choices and have the freedom to achieve their ambitions.

Our mission

To provide a safe, empowering and progressive experience where disabled adults can develop their skills, wellbeing, and purpose to enable them to live happier, healthier and more independent lives.

Our values

Be respectful: we listen to and value others and their opinions, even if we disagree with them. We believe that everyone has a voice that should be heard.

Be inclusive: we celebrate the diversity of cultures, abilities and personalities at Share, creating an equitable and person-centred environment.

Be supportive: we give people the tools they need to succeed and empower people to make choices.

Be kind: our students' and staff's wellbeing is at the heart of everything we do.

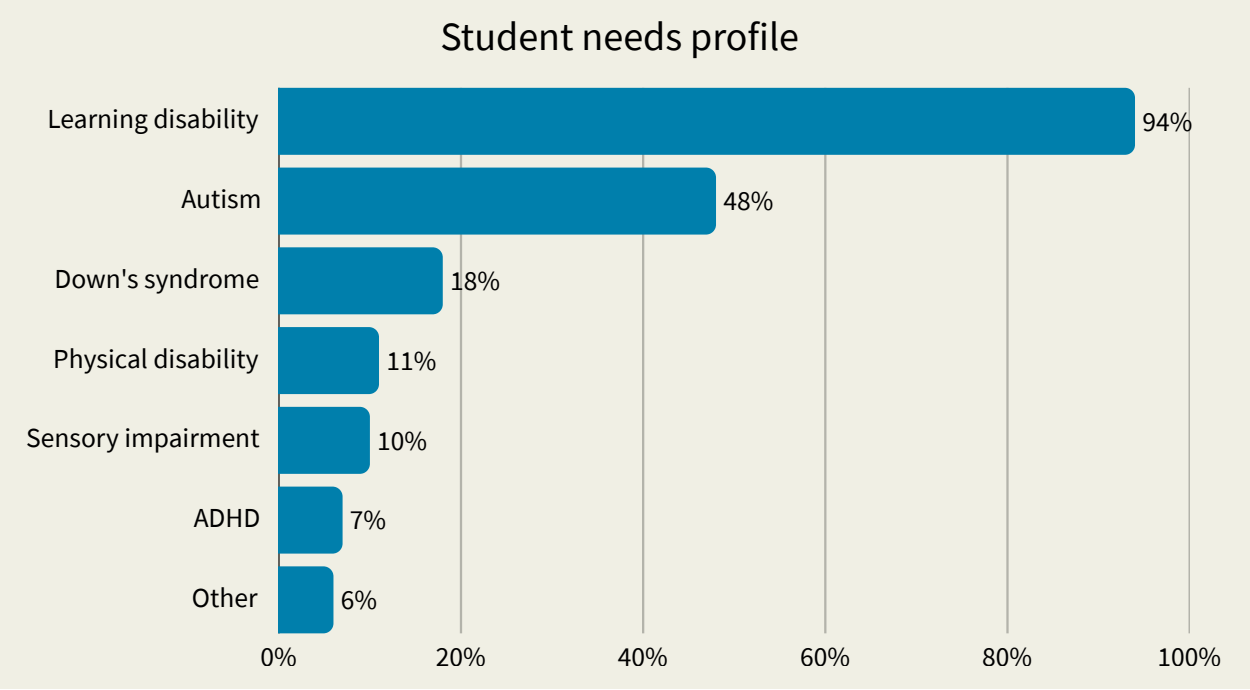
Act with integrity: when we say we're going to do something, we do it. We build trust with each other and take responsibility for our actions.

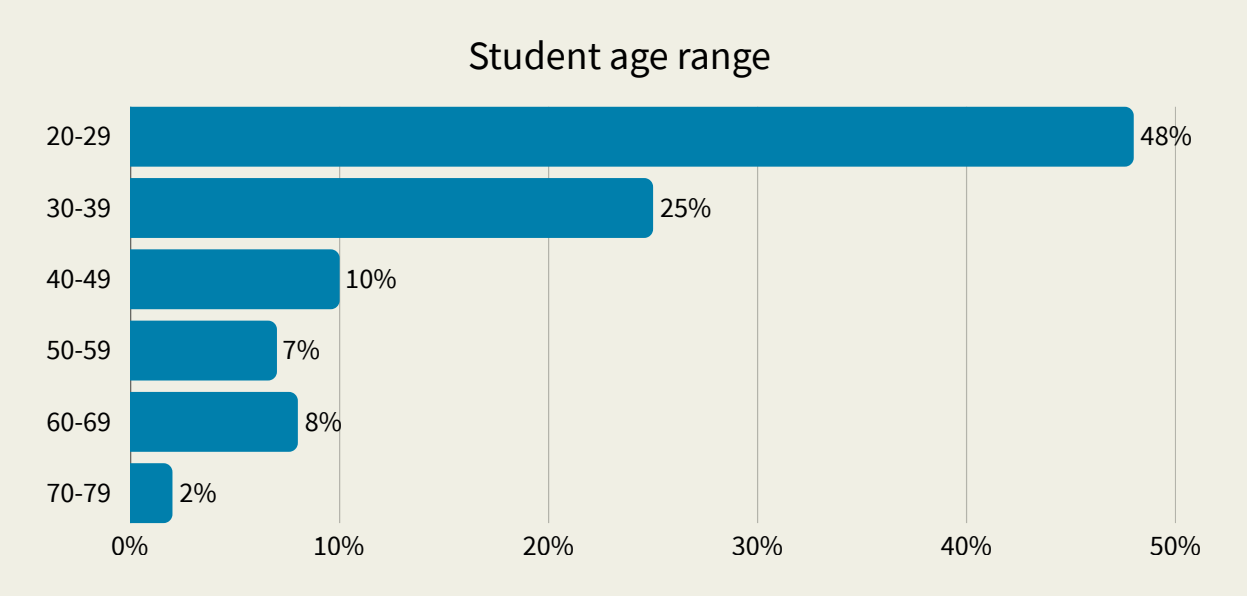
Be ambitious: for what we can achieve, the standards we set, and the change we can create.

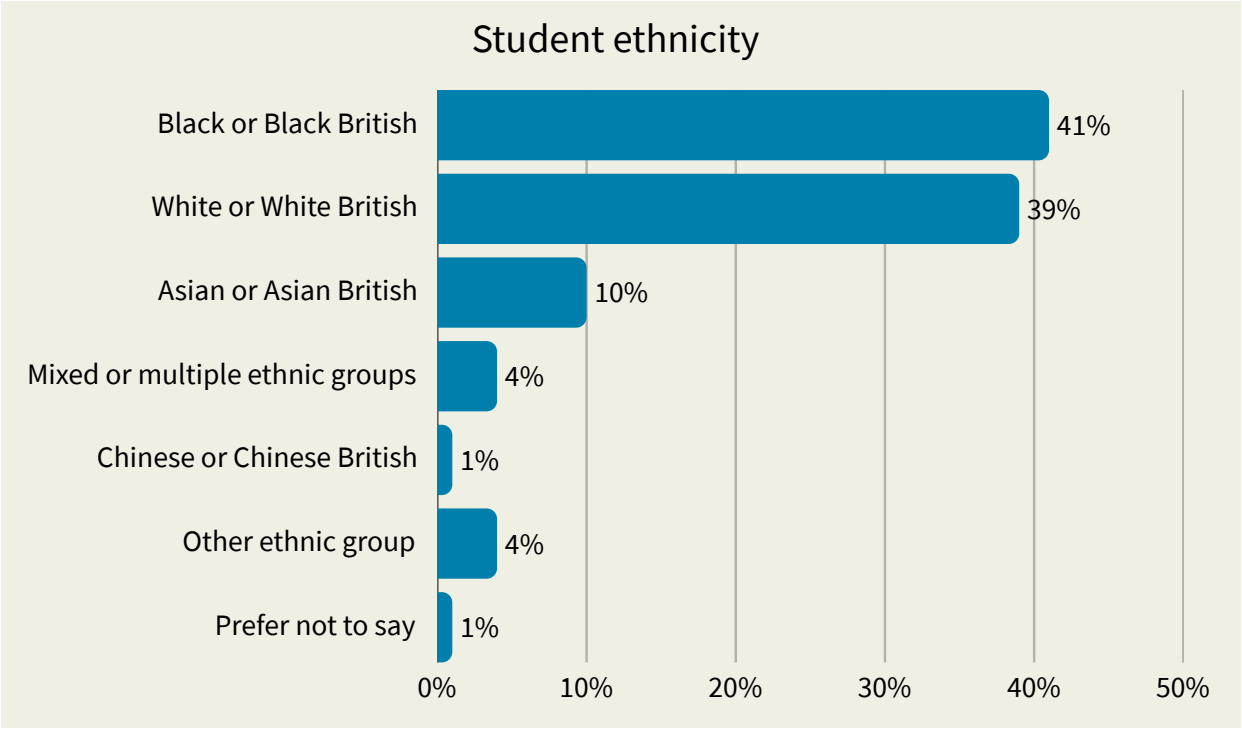
Who we support

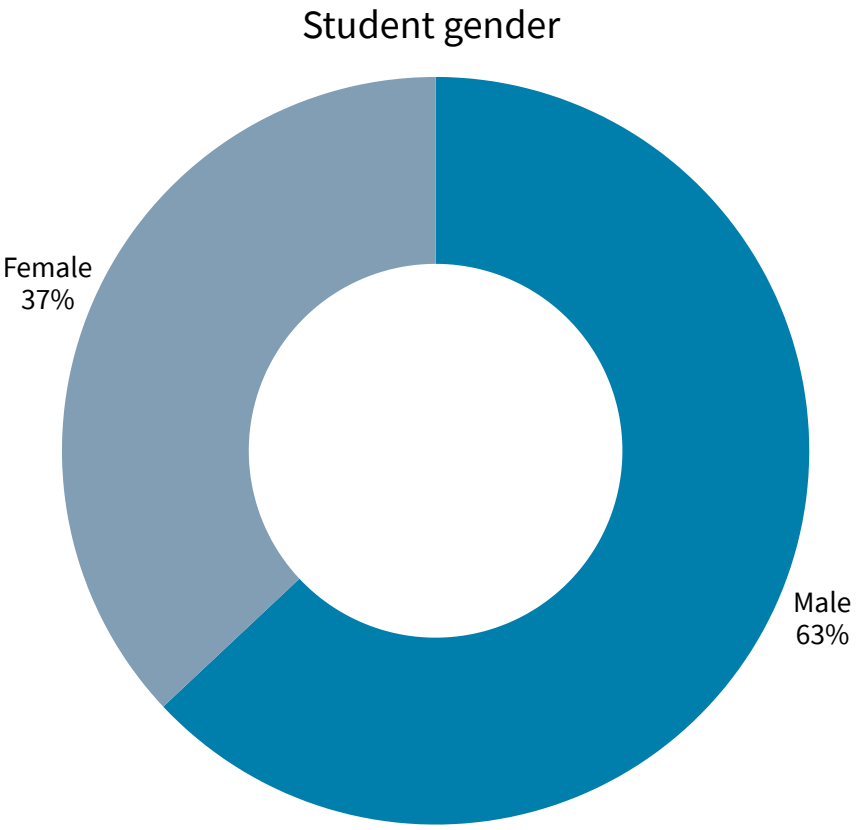
In the financial year 2025-2026 we worked with 208 disabled adults across our four sites in South London:

- Share Clapham Junction in Battersea, SW11
- Share Tooting in Springfield Village, SW17
- Share Brixton at We are 336, SW4
- Share Vauxhall at the Black Prince Trust, SE11






Student ethnicity
Black or Black British
41%
White or White British
39%
Asian or Asian British
10%
Mixed or multiple ethnic groups
4%
Chinese or Chinese British
1%
Other ethnic group
4%
Prefer not to say
1%
0%
10%
20%
30%
40%
50%


Student gender
Female
37%
Male
63%

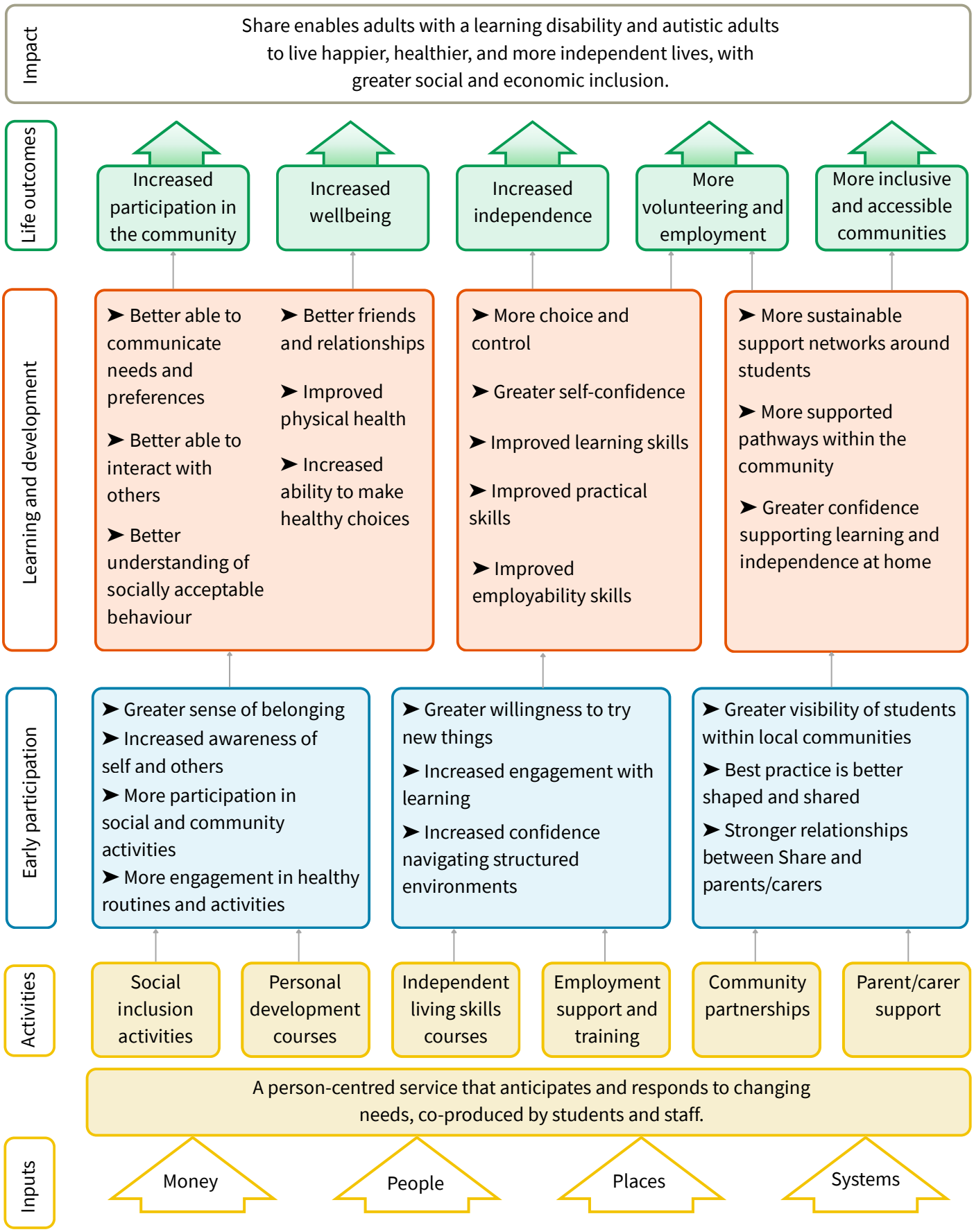


Our objectives

We provide daily courses across our sites, and in the community, with students attending one or more days each week. We also offer volunteer-led extra activities in evenings and at weekends that offer individual agency and promote social inclusion, from group trips through our Go Anywhere, Do Anything project, to one-to-one connections through our befriending scheme.

We want our students to lead fulfilling lives where they can make their own choices and participate in their communities. Our Theory of Change sets out how our programmes and interventions are designed to support this, showing how what we do contributes to longer term outcomes and helps students to live happier, healthier, and more independent lives.

Theory of change



We recognise that every person is unique and we're committed to providing inclusive, person-centred programmes that help our students achieve their goals. Success looks different for everyone. For some, it means making friends, building confidence or developing communication skills. For others, it may be gaining a qualification, progressing towards employment or developing the skills to live more independently.

Co-production is central to our approach. We design and develop our programmes with students, ensuring their needs, interests and aspirations shape what we deliver. We take time to understand each person's goals, encourage self-advocacy, and provide support that reflects their individual circumstances. We also take a holistic approach, working with families and carers to encourage progress beyond Share, while our wellbeing team signposts students and their support networks to relevant services and additional support where needed.

We maintain Autism Accreditation through the National Autistic Society. We hold Gold Investors in People and the Investing in Volunteers quality standard. We are registered with the Fundraising Regulator and have secured Cyber Essentials Plus.

Our activities

Overall, we delivered 2,989 learning sessions across 17 course programmes.

Daily courses are grouped into three areas:

1 Personal development courses: feeling healthy and happy



When students are physically and mentally well, they are better able to learn, build positive relationships, cope with challenges, and achieve their potential.

By promoting healthy eating, regular exercise, awareness of health conditions and screening, and good mental wellbeing, students develop lifelong habits that can improve their overall quality of life. Equipping them with strategies to manage their mental health also helps build resilience, encourages them to seek support when needed, and reduces stigma around mental health.

Alongside practical health-focused courses, we also offer a range of creative opportunities in art, music and other arts-based activities. Taking part in creative activities can enhance wellbeing, boost confidence, encourage self-expression, reduce stress, and help people build positive social connections, supporting happier and healthier lives.

We delivered 1274 sessions to 154 students across:

Art, Creative Expression, Gardening (for wellbeing), Health and Wellbeing, Healthy Lifestyles, Music, Sport, Textiles

Highlights include:

'Culturally Mindful': rediscovering the joy of play

Funded by the Mayor of London as part of Wandsworth Council's year as the London Borough of Culture, Share was selected to take part in 'Culturally Mindful', a programme exploring more culturally responsive approaches to health and wellbeing. Working with theatre-maker and clown Youyang Song, our art tutor delivered a series of accessible, creative workshops that encouraged students to express themselves through movement, imagination and play. The project helped students build confidence, connect with others, and improve their wellbeing, while giving our team new ideas and approaches that will continue to shape our creative programmes.

Students' art reaches new audiences

Following a successful mentoring collaboration with In the Mix: Mentoring, delivered by human rights and social justice charity Equalities Work to support disabled artists in Lambeth, Share students continued to see their work reach new audiences. Carla and Rehan first took part in the mentoring project, followed by an exhibition at The Foundry in Lambeth featuring work by Carla, Rehan, Cally, and Karina. The positive response to their work has helped create further opportunities for it to be displayed, including in the main reception of We Are 336 in Brixton and in other public spaces such as a local health centre. These ongoing opportunities are helping our students gain recognition for their creativity, having their work seen and valued beyond the classroom.

Sharing voices through music

Our Music students performed at Kensington Palace's Community Celebration, showcasing original lyrics, artwork and Makaton signing to celebrate what makes the world meaningful to them. The performance gave students the opportunity to express themselves creatively, build confidence, and share their talents with a wider audience, demonstrating the power of inclusive arts to bring communities together.

Students shortlisted for sports awards

Two Share students, Daniel and Jodie, were shortlisted for the 'Wandsworth Moves Together' Sports Person of the Year award in recognition of their enthusiasm, leadership, and commitment to sport. Through activities ranging from team sports to leading dance fitness sessions, they have inspired others to get active while demonstrating how physical activity can improve confidence, wellbeing, friendships, and community participation.

Our student survey found that:

- 82% of students feel more confident because of Share.
- 82% of students eat and drink more healthily because of Share.
- 75% of students are more active because of Share.

> *"[his] physical and good mental health are maintained at Share. If he was not attending Share his physical and mental health would suffer."*
>
> *Parent/carer*

> *"I'm starting to make some really good friends in my class and my favourites [sic] class at the moment is photography and textiles that I do every Wednesdays and also art class that I do every Fridays and I enjoy home cooking class that I do every Mondays."*
>
> *Student*

> *"The ability to attend a stable provision has helped J's mental health. Change is not good for him and a routine that takes him to something he enjoys every week is really beneficial."*
>
> *Parent/carer*

> *"Being there makes me happy and fine."*
>
> *Student*

2 Independent living courses: doing more things for yourself



Developing independent living skills gives our students greater choice, confidence, and control over their daily lives. We embed independence throughout all our programmes while also delivering dedicated courses that focus on practical everyday skills, including cooking, managing money, using public transport, keeping safe, and participating in the local community.
By building these essential skills, students are better equipped to make informed decisions, take part more fully in their homes and communities, and live as independently as possible.

We delivered 637 sessions to 102 students across:

Home Cooking Skills, Independent Living Skills, Out and About

Highlights include:

Easy read cookbook published

With support from Wandsworth Council, we produced an accessible cookbook featuring healthy, easy read recipes designed to help students feel more confident cooking at home. Available as both a printed spiral-bound book and digital resource, it also includes guidance on healthy eating, portion sizes, kitchen safety and links to our step-by-step cooking videos. To encourage students to put their skills into practice, we ran a cooking competition with supermarket vouchers for the winners. The cookbook continues to be used across Share as a practical resource that promotes healthy eating, independence and confidence in the kitchen.

Practising skills at home

Our Independent Living Skills students at Share Brixton made their own cleaning spray using baking soda, vinegar, and essential oils. The activity was a great sensory experience, but more importantly, it gave students the chance to learn and practise a skill they could use in their everyday lives. The group really engaged with the activity with many students proudly sharing their experiences about what they'd cleaned at home with the new spray.

Cooking with confidence with students and their parents and carers

To support healthy eating and independent living beyond the classroom, we hosted an evening family cooking event where students and their parents and carers prepared a meal together under the guidance of our catering tutor. The session provided a fun, informal opportunity to learn practical cooking skills, build confidence and strengthen support for cooking at home. Families left with easy read recipes to continue practising together, helping students develop greater independence while encouraging parents and carers to support their learning outside of Share.

Our student survey found that:

- 89% of students said that as a result of coming to Share they can make their own choices
- 79% said they know how to be safe in their community
- 89% said they can be safe around their home

> *"I have really good memories about coming to Share. I've met lots of people."*
>
> *Student*

> *"The independence and life skills they acquire away from the home setting. A safe place for social interaction."*
>
> *Parent/carer*

> *"Helps me live my life a bit more because I know Share will help me."*
>
> *Student*

3 Employability and training: moving towards qualifications or a job

Our aim is to empower our students to develop the skills, confidence, and experience they need to move closer to employment. We offer a range of courses that support students to build essential workplace and everyday skills, including literacy, numeracy and digital skills, alongside practical vocational programmes in catering and horticulture. Our social enterprises, Share Garden Centre and Share Catering at our community café, continue to provide valuable, supported work experience opportunities where students can develop skills in real workplace environments.

In 2025-2026 we also worked with partners including Status Employment to provide individual job coaching for students who are ready to explore employment opportunities. Through partnerships with inclusive employers, including Work at Wimbledon, Jimmy Garcia Catering, Bridge Creative and Morden Hall Park, we helped students access paid work, work experience and volunteering opportunities.

This is important because employment can provide a sense of purpose, independence, confidence, and belonging. Developing skills for work helps students increase their choices and opportunities, while gaining experience in supportive and inclusive environments.

We delivered 1078 sessions to 111 students across:

Catering, Community Café, Digital Skills, Horticulture, Maths and English, Steps into Employment

Highlights include:

Working at the Wimbledon Championships

Five students from our Steps into Employment programme secured paid roles at the Wimbledon Championships through the Wimbledon Foundation's 'Work at Wimbledon' initiative. Following interview preparation and training, students gained valuable experience in customer service and retail, developing workplace skills, confidence and independence in a fast-paced environment. The success of the placements has led to further opportunities, with students securing roles again for the following year.

Volunteering at Morden Hall Park

Students from our Steps into Horticulture course completed a six-week volunteering project with the National Trust at Morden Hall Park. Working alongside Community Rangers, they applied their horticultural skills in a real-world setting while building confidence, learning from new supervisors and gaining valuable experience of workplace expectations. The project strengthened practical skills and provided an important stepping stone towards future employment.

Catering work experience with Jimmy Garcia

Paula and Zain, students from our Vauxhall Community Café programme, completed a four-day work experience placement with Jimmy Garcia Catering, working alongside professional chefs in a commercial kitchen. The placement helped them to develop practical catering skills, understand the pace and standards of the hospitality industry, and build confidence in a professional workplace, supporting their progression towards future employment.

Our student survey found that:

- 71% of students say they feel ready to get a job.
- 71% say they can think for themselves
- 79% say they can work well with others

> *"The best thing about Share is learning new skills everyday."*
>
> *Student*

> *"My brother is able to take part in activities that he might not have had access to in a safe and controlled environment."*
>
> *Family member*

> *"I hope I can find a good job and make some money."*
>
> *Student*

New employability scholarship

We were delighted to launch a new scholarship programme in partnership with The CiaO Foundation, providing three students with an additional day of training each week for up to three years. Anna-Marie studied Digital Skills whilst Idriss and Farraz took part in Catering. Funded by The CiaO Foundation and its partners: Almacantar, London Metric and Act 111 LLP, the scholarships enable students to further develop their employability skills, helping them build confidence, independence and work readiness. The partnership will also create opportunities for volunteering, mentoring and work experience, giving students greater support as they progress towards employment.

Social inclusion programmes

Many of our students tell us that making friends, feeling connected, and choosing how to spend their time are among the most important outcomes they want to achieve. Last year, we delivered two projects designed to help students build relationships, grow in confidence and have greater choice, control, and independence, supporting them to take part in social and community life beyond Share and develop a greater sense of belonging in their communities.

Befriending

Our Befriending project carefully matches students with trained volunteer befrienders, who meet regularly to enjoy activities that are chosen by students, such as going for a walk, having a coffee, shopping or taking part in sport.
The project nearly doubled in size during the year, largely due to improvements in our referral and matching process, enabling students to be connected with volunteers more quickly, but also due to an increase in the number of volunteers. As a result, 317 befriending meetups took place, up from 126 the previous year, with 27 active befriending pairs supporting students to develop friendships, confidence and stronger connections within their local communities.

Go Anywhere, Do Anything

Supported by volunteer social buddies, our Go Anywhere, Do Anything programme gives students the opportunity to enjoy a wide range of accessible group social activities and community outings of their choosing. During the year, students took part in 35 trips, from meals out and cinema visits to larger excursions including Brighton, the Mighty Hoopla music festival and Chessington World of Adventures. In total, 91 students participated, supported by 47 volunteers.

Demand for the programme exceeded capacity during 2025-2026, with provision meeting only around 20% of student demand. We have since secured additional funding to expand our social inclusion work and appointed a Volunteering and Social Inclusion Project Officer to recruit more volunteers and increase the number of trips available, enabling more students to benefit from these opportunities.

Volunteering

Volunteers are central to everything we do, enabling us to deliver high-quality programmes, provide more personalised support to students, and create opportunities that would not otherwise be possible.

During the year, our volunteer community grew by 27.5%, from 80 to 102 volunteers, who contributed their time, skills and experience across our services. More than half supported our social inclusion projects as social buddies and befrienders, helping students build friendships, confidence and independence through regular social activities in their local communities.

Classroom volunteers continued to play an important role across our courses, working alongside tutors to provide additional one-to-one support and helping students engage more fully in practical and hands-on learning. Their regular attendance allows them to build strong relationships with students and make a meaningful contribution to their progress.

We also welcomed corporate volunteer groups through nine volunteering days, supporting gardening, catering and creative activities. Two organisations delivered bespoke experiences, including a sports day and a creative workshop at their offices, giving students opportunities to take part in activities beyond Share.

Volunteers donated 6,979 hours over the year.
If we had paid support workers a wage of of £13.85 per hour to do this work, it would have cost us £96,659 in salary alone.

The exceptional growth in our volunteer programme, alongside additional funding, enabled us to expand both our Befriending and Go Anywhere, Do Anything projects, increasing the number of social opportunities available to students.

We're committed to providing an excellent volunteer experience. Alongside a comprehensive induction, volunteers received ongoing training in areas including Mental Health First Aid, Makaton, supporting behaviour that challenges and enhanced safeguarding. We also retained our Investing in Volunteers accreditation, demonstrating our commitment to best practice in volunteer management.

The strength of our volunteer programme is reflected in the feedback we receive, with 100% of volunteers saying they would recommend volunteering at Share to others. We look forward to continued growth with the appointment of our new Volunteering and Social Inclusion Project Officer.

Our achievements

We use person-centred tools to support students to identify goals, recognise achievements and measure progress. The Student Star (based on the Outcomes Star, an established person-centred outcomes framework used across health, social care and education) helps us understand students' aspirations and development over time. We also create 'I can' Statements which provide accessible learning goals that enable students to track their achievements and celebrate their progress.

The Student Star

The Student Star measures progress across five stages of change, reflecting how individuals develop greater confidence, independence and control over their lives.

The journey of change

1 - 2
It's not working
Students may not be ready to engage with support.

3 - 4
Accepting support
Students accept support that recognises their needs although challenges may remain.

5 - 6
Stable
Students can participate within a supported setting, although their choices, independence or autonomy may still be limited.

7 - 8
Learning for yourself
Students are becoming more independent, relying less on others and developing the confidence to pursue their own interests.

9 - 10
Choice and self-reliance
Students have the skills, understanding and confidence to make choices and live independently.

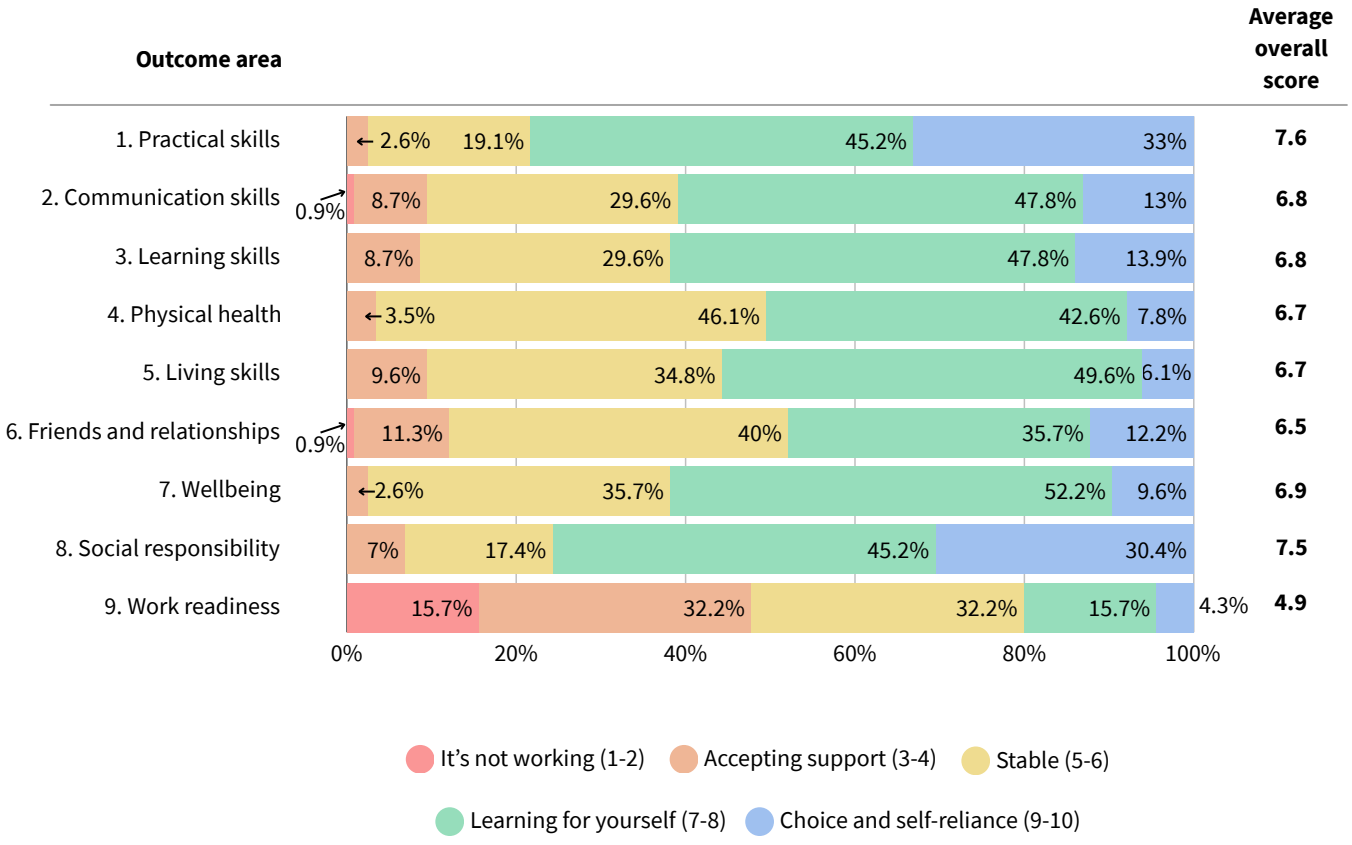
Outcome areas

Progress is measured across nine key outcome areas, helping students gain the skills they need for further learning and independence.

1. Practical skills
2. Communication and social skills
3. Learning skills
4. Physical health
5. Living skills
6. Friends and relationships
7. Wellbeing
8. Social responsibility
9. Work readiness

Our students' outcomes in 2025-26

The following illustration shows the distribution of students' outcomes scores across the five stages of change, alongside the average score for each outcome area.



Our goal is for students to be at least at the stable (5-6) stage.

Eight out of nine outcome areas are at the 'stable' stage and above

On average, eight of the nine outcome areas are at the Stable stage or above. Practical skills and social responsibility have the highest average scores, both sitting within the 'learning for yourself' stage. The other areas are within the 'stable' stage, with the exception of work readiness, which has an average score still within 'accepting support'.

This gives us a clear picture of where students are currently achieving the greatest levels of wellbeing, confidence, and independence, while highlighting areas where further support may be needed.

Understanding work readiness scores

Work readiness has the lowest average score, and nearly half of students are scoring below the 'stable' stage. This needs to be understood in the context of individual goals and aspirations: employment is not a goal for all students, and a lower score does not necessarily indicate a negative outcome. For some students, the score reflects their current circumstances, priorities and choices about whether or when to pursue employment.

However, students on our employability and training courses score an average of six for work readiness (see the next section on 'Student outcomes by programme pathway'). We have seen strong progress for students who do want to move towards employment. Programmes including our Community Café, Horticulture and Steps into Employment courses, alongside supported work placements and partnerships with organisations including Status Employment, Work at Wimbledon, Bridge Creative, and local catering businesses, have given students opportunities to develop practical skills, confidence, and understanding of the workplace.

Strengthening our programmes in response to the data

We will continue to work with students who are not yet at the 'stable' stage, adapting our programmes and providing more support where needed.

More than 12% of students currently score below 'stable' for friends and relationships. We've increased our capacity to deliver our social inclusion projects, including befriending, Go Anywhere, Do Anything and our buddyship programme, and will continue to identify students who could benefit from these opportunities.

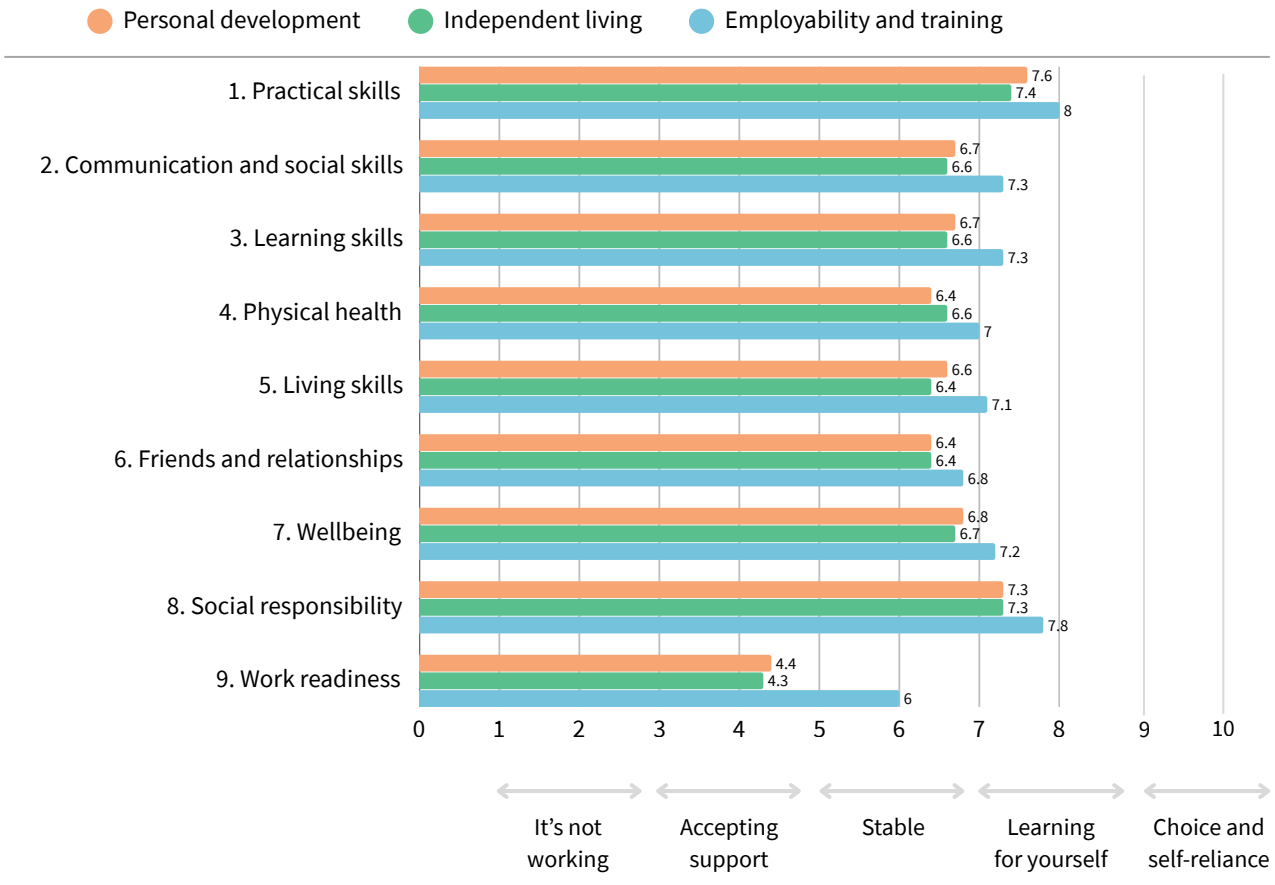
During the year, we introduced Jazz Club to our free time activities, which has become hugely popular with students, providing a relaxed and enjoyable space to socialise, build communication skills and support emotional wellbeing.

We're also strengthening our wellbeing offer through groups including Student Voice, Women's Space and Autism Group. These provide opportunities for students to explore communication, relationships, and social connection in relaxed, safe, and supportive spaces. We expect this work to support progress across friends and relationships, communication and social skills, and wellbeing.

We have since introduced new courses in Citizenship and Drama. Citizenship was developed in response to an increasing number of students joining Share aged 18–30 who are moving on from college, providing a course focused on planning their next steps while developing skills for employment, independent living, friendships and wellbeing. Drama provides a creative space to build confidence and explore storytelling, improvisation and performance. We're also planning a new Music Production course to develop creative, technical and social skills.

Student outcomes by programme pathway

The following illustration shows the average Student Star score across each of the nine outcome areas for students participating in courses within our three programme pathways: Personal Development, Independent Living Skills and Employability and Training. For each pathway, we have averaged the scores of students who participated in courses within that pathway.



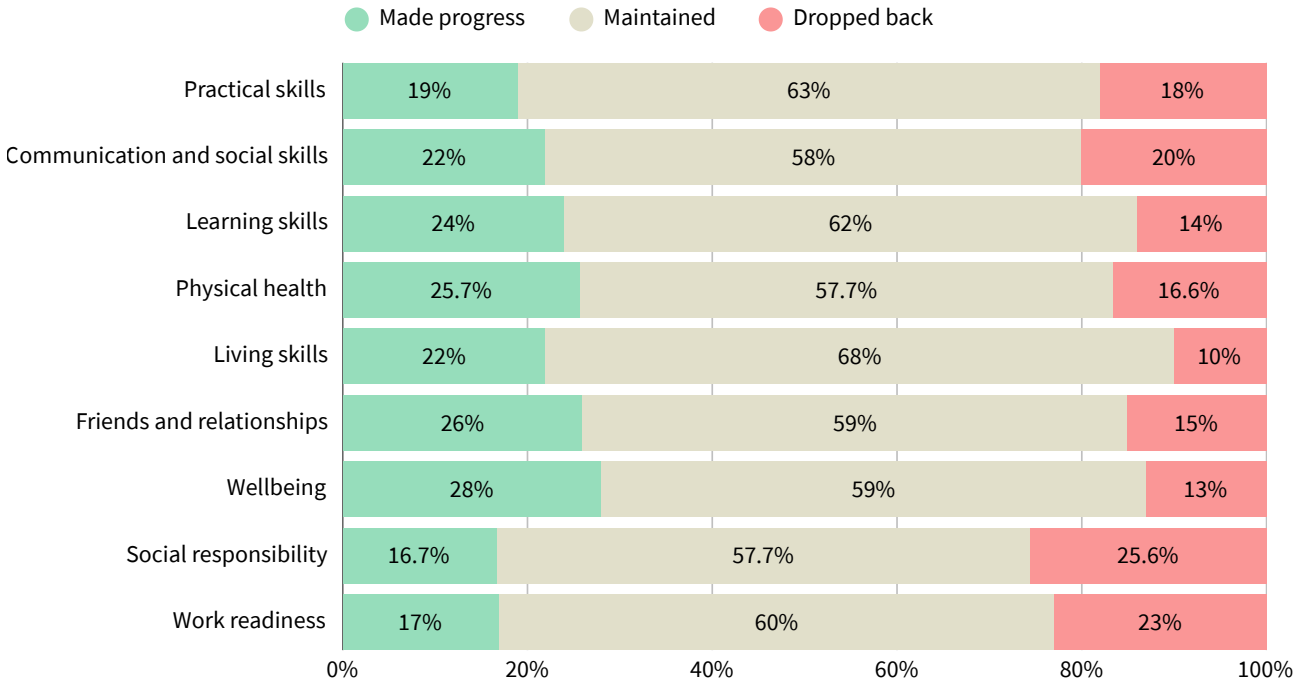
Students on personal development and independent living courses have broadly similar average scores across the nine outcome areas.

Students on employability and training courses have higher average scores across all nine areas, with their average scores reaching the 'learning for yourself' stage in seven of the nine areas. Their average work readiness score is also within the 'stable' stage, compared with 'accepting support' for the other two pathways.

This pattern reflects both the focus of these programmes and that many of the students taking part may already have developed a strong foundation of skills and independence as they work towards employment. Students on employability and training programmes have opportunities to further develop independence, confidence and practical skills through activities such as our catering and horticulture social enterprises and Steps into Employment. They can also develop their understanding of workplace expectations, job application processes and working as part of a team, putting these skills into practice through volunteering, supported work placements and employment.

Distance travelled: students' progress over time

To understand whether students are making progress over time, we also compared consecutive Student Stars. This analysis includes students who completed Stars in two consecutive reporting periods, allowing us to see whether their scores increased, stayed the same or decreased across each outcome area.



Across the nine outcome areas, 22% of scores increased, 60% were maintained and 17% decreased between consecutive Stars.

The majority of scores were therefore maintained rather than showing a decrease. This is a positive outcome for our students. When you have a learning disability, progress is not always a straight line upwards: maintaining your score shows you have mastered a skill, are staying stable, and have been able to consolidate your learning. This is particularly important for students who have already reached the higher stages of the journey of change.

The slower rate of change in social responsibility and work readiness may partly reflect strong progress seen in previous years following the introduction of initiatives such as our Community Café and community meals project. These may have contributed to an earlier increase in scores, so the more recent results may reflect a slower rate of change following this initial improvement.

Work readiness also remains a complex area, with individual aspirations and circumstances influencing whether students want to pursue employment. While a smaller group of students have made significant progress towards employment, we will continue to work with all students who are interested in this pathway, alongside our employment partners, to develop the skills and confidence they need for their next steps.

What this means for our students

These findings help us understand where students sit currently and how their progress is changing over time. The value of measuring these outcomes is that it shows both what is working and where we need to do more.

This year's data gives us evidence of strong and sustained outcomes, alongside clear priorities for the year ahead: maintaining the progress students have made, increasing opportunities for social connection, and supporting those who want to develop towards employment.

We'll continue to use Student Star data alongside students' own goals and feedback to shape our programmes and strengthen the opportunities available to them. This will help students build the confidence and skills to make their own choices, pursue their goals, and take greater control over their lives.

Limitations of Student Star data

The Student Star results included in this report relate to 115 students who attended Share for at least three days each week. We have used this minimum attendance threshold to provide a reasonable basis for considering changes in students' outcomes alongside their participation in Share's programmes.

However, a change in a student's Star score cannot automatically be attributed to Share. Students' progress is shaped by many different factors, including support from family and carers, other services, education and health support, as well as their experiences and circumstances outside Share. The Student Star data should therefore be understood as an indication of change experienced by students during their engagement with Share, rather than evidence that Share alone caused that change.

'I can' statements

We also use 'I can' statements which are clear, student-friendly learning goals that break down bigger skills into smaller achievable steps. We develop these together with our students to empower them to feel a sense of ownership and see their progression as they're learning various skills.

Catering, Sports and Community Café achieve the highest achievement rates as their characteristics mean they're structured, practical, and have socially embedded learning with a clear real-world purpose. The 'I cans' in these programmes tend to be concrete and achievable with structured learning and tasks which means students experience frequent, tangible success. Examples of 'I cans' in these areas include:

- 89.7 % of Catering students can use catering tools safely and equipment independently
- 89.5% of Community Café students can maintain health and safety in a catering environment
- 77.8% of Sports students can be good team players

Overall, there were 358 different 'I can' skills set across all our programmes.

On average students achieved 72% of the 'I cans' they were working towards.

Annual Awards Day

In March 2026, we celebrated the achievements of all our students at our annual Awards Day, welcoming students, their families and carers, partners, supporters and other guests. Students were presented with certificates by the Mayor of Wandsworth and Marsha de Cordova MP, recognising their progress and accomplishments throughout the year.

The event also provided an opportunity for students to showcase their talents through a fashion show featuring hats they had designed and created, a comedy performance by our Drama group, and an inspiring dance interpretation.

Challenges

Supporting students into employment continues to present challenges. Barriers include concerns about the impact of paid work on welfare benefits, varying expectations among parents and carers, a shortage of suitable entry-level employment opportunities, and limited employer engagement. We continue to work closely with partners and employers to create more pathways into employment and support students to achieve their goals.

The external funding environment remained challenging throughout the year. Competition for grants from trusts and foundations continued to increase as local authority budgets remained under pressure, operating costs rose, and more charities competed for a limited pool of funding. This has made securing grant funding to develop and enhance our services increasingly difficult.

We also experienced lower than expected student referrals and longer waiting times between referral and enrolment. In response, we recruited a new Enrolment Coordinator and reviewed our onboarding process to improve communication, reduce delays, and support prospective students more effectively. These changes have already led to improvements in enrolment.

Recruiting and retaining sufficient staff across our four sites, particularly during busy holiday periods, also remained a challenge. During the year, we welcomed a number of talented new colleagues and continued to strengthen our bank staff team, helping to ensure we maintain high-quality support and service delivery across all locations.

Plans for the future

Over the coming year, Share will focus on strengthening the quality and impact of what we do, while putting in place the foundations for our longer-term development. Our ambition is not simply to increase the number of people we support, but to deepen the difference Share makes in students' lives and create stronger opportunities for progression, independence, wellbeing and inclusion. Our priorities include:

- **Deepening quality and impact**

We will embed our Quality and Impact framework across Share, bringing together the outcome information we already collect and strengthening how we measure, monitor and learn from it. We will use student voice, Outcomes Star, "I Can" outcomes and qualitative evidence to improve practice and understand what makes the greatest difference to students.

- **Developing clearer pathways for progression**

We will strengthen pathways into volunteering, work experience, employment, independent living, community participation and further learning. We will work with students, families, employers, colleges and community organisations to create realistic progression opportunities and improve transitions into and through Share.

- **Developing the Share Garden and our future learning model**

We will further develop the Theory of Change for the Share Garden and use it to shape our future approach to learning, wellbeing, skills, progression and community participation. During the year, we will progress the planning, funding and feasibility work needed to move the proposed development forward.

- **Developing Brixton as a permanent learning and community hub**

We will explore securing a long-term lease at We Are 336 and develop the business case for creating a more permanent and accessible learning hub in Brixton. We will assess the building, investment required, funding opportunities and long-term financial sustainability before making any commitment.

- **Strengthening financial sustainability and income diversity**

We will work with commissioners to secure sustainable funding that reflects the true cost of high-quality provision, while strengthening trusts, foundations, corporate and other fundraising. We will use external funding to support innovation, development and system change, enabling Share to extend the impact of its learning beyond those directly supported.

- **Strengthening referral and transition pathways**

We will strengthen relationships with existing commissioners and develop partnerships with other London boroughs, colleges and referral organisations. Our focus will be on creating clearer routes into the right provision and better transitions, rather than increasing student numbers for their own sake.

- **Expanding opportunities for wellbeing, community participation and independence**

We will build on our volunteering, befriending and social inclusion work to create more opportunities for students to develop relationships, confidence and independence. We will increase opportunities for practical, real-world learning and meaningful participation in the community.

- **Supporting learning beyond Share**

We will strengthen our work with families and carers so that skills and confidence developed through Share can be reinforced at home and in the wider community. We will develop partnerships and access to specialist advice that supports students' longer-term independence.

- **Strengthening the organisation for the next stage of development**

We will strengthen leadership, safeguarding, quality assurance, people, digital systems, health and safety and organisational infrastructure. This will ensure Share has the capacity, expertise and systems needed to maintain quality and support future development.

Across these priorities, we will use evidence, student voice and learning to test what works, adapt our approach and direct resources towards activities that create meaningful benefit. Our focus will be on deeper impact rather than growth in numbers alone, while building the foundations for Share's longer-term development.



Fundraising approach and performance

Fundraising remains an important part of Share Community's ability to develop and strengthen its charitable work. While commissioned income provides the foundation for our core services, external funding enables us to invest in areas that cannot be fully supported through commissioned income alone, including innovation, wellbeing, progression, volunteering, evidence of impact and improvements to our learning environment.

During 2025/26, Share secured £397k through its fundraising activity, including support from trusts and foundations, public bodies, corporate partners and other donors. This funding enabled us to deliver and develop projects alongside our core commissioned services, including work to improve students' health and wellbeing, volunteering and social opportunities, and employability through our café and catering activities. All restricted funding received during the year was applied in accordance with the conditions of the relevant grants, with no restricted balances remaining unspent at the year end.

Our fundraising approach is increasingly focused not only on supporting individual projects, but on creating and sharing approaches that can contribute to wider system change and amplify the impact of people with learning disabilities and autism. We will seek to develop partnerships, test new approaches, gather evidence about what works and share learning with other organisations, commissioners and stakeholders. In this way, external investment can help Share develop solutions that have the potential to benefit more people beyond those directly supported by our services.

Our fundraising approach will continue to focus on building strategic and sustainable partnerships, including multi-year funding where possible. We will seek investment that complements our commissioned services and enables Share to develop innovative approaches, strengthen progression and wellbeing opportunities, improve our evidence of impact and invest in the infrastructure needed for high-quality, accessible provision.

Share is registered with the Fundraising Regulator and is committed to complying with the Code of Fundraising Practice. During the year, fundraising was undertaken by the Chief Executive and Head of Volunteering and Community Services and no fundraising complaints were received. We have appropriate arrangements in place to ensure that fundraising is carried out responsibly, respectfully and in a way that protects people who may be vulnerable from undue pressure.

Governance

Public Benefit Statement

The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission in determining the activities undertaken by the Charity.

The trustees affirm that our organisation benefits members of the public who are disabled or have long term health conditions by providing them with a range of programmes, activities and support in order that they may realise their potential and live the lives they want to lead. Share supports people to live happier, healthier and more independent lives. Some Share students work towards nationally recognised qualifications to give them better employment and development opportunities. Some do not aim for formal qualifications, instead building portfolios detailing their learning and skills development. Share does not have a geographical limitation in terms of who may use our services, although some of our contract work stipulates that we work with students from certain London boroughs on specific programmes.

Students' fees are usually paid by local authorities, the NHS, or contracts with government agencies. Some students use direct payments or individual budgets to purchase their training at Share. Fees do not cover the whole cost of the services and so charitable donations provide a vital contribution to subsidise our services.

At Share, we believe that everyone has something positive to contribute to their community. The team enjoy working within the wider community, for example linking with community groups and local businesses to diversify the services we can offer. Share's garden, next to Springfield Hospital, adds to the amenities available for hospital staff and patients, supplies some of the ingredients used by the Share kitchens, and brings in members of the public, who purchase our plants. Our café and food distribution programme at Vauxhall provides free and affordable food to local people and community groups who use the site.

Structure, governance and management

Share Community's constitution is set out in the Memorandum and Articles of Association, first drawn up in 1972, revised in 1997, in 2012 and again in 2022 and 2024. Share Community ("Share") is a registered charity and company limited by guarantee. Operational activities are delegated by the trustees to the Chief Executive ("CEO") and their staff.

During the year under review, there were 11 trustees, who are also directors of the company. One trustee was appointed and three resigned due to other commitments. When recruiting new trustees, the board and CEO assess the range of skills and lived experience needed and advertise our vacancies using a range of trustee recruitment platforms and through professional and social media networks. A recruitment panel is comprised of a selection of trustees and includes relevant members of the Senior Leadership Team depending on the skills required which of the candidates has the skills and experience required. All appointments are subject to satisfactory references and an enhanced Disclosure and Barring Service check and are ratified by the whole board.

The board of trustees meets quarterly in person, and sub-committee meetings are held online. All our sub-committees also meet quarterly. The Finance sub-committee is tasked with reviewing the overall financial position for appropriateness, monitoring the financial management techniques employed at all levels within the organisation and receiving the annual financial statements before board approval. The HR and Safety committee review adherence to policies, staff wellbeing and training, procedures for managing pay levels, performance and succession planning. They ensure that health and safety is monitored, and compliance is maintained to ensure Share is a safe place to work. The Quality and Impact committee monitors progress against Share's aims and objectives, and looks at the quality of service being provided to our students. Each trustee attends at least one of these sub-committees, and the CEO attends them all. All the committees' Terms of Reference were reviewed and updated in March 2026.

The board appraises itself through a series of surveys on sub-committee effectiveness and feedback on chairs, and the Chair meets with each Trustee one to one at least once a year. The Chair has biennial 360° appraisal facilitated by the Chair of the HR and Safety Committee and meets with the CEO on a fortnightly basis, with the CEO agreeing and reporting on her objectives to him. All the committees have Terms of Reference, and all delegated matters are included in a scheme of delegation approved by the board. The CEO reports directly to the board.

Significant financial decisions are referred to the board and Trustees are notified of any issues of concern, including safeguarding issues and serious incidents.

In April 2025, the Board and SLT had an away day which focused on our strategic priorities for 2025/26. A key focus of the day was identifying opportunities to diversify income generation and strengthen Share's long-term financial sustainability.

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

Communication is carried out via Microsoft Teams and email, underpinned by Sharepoint, and all trustees have Share email accounts through which they conduct Share business. The CEO also sends updates on Share activities and developments between board meetings, for which the board receive more detailed reports. Two trustees lead on developing close relationships with, and understanding of, our four sites. Share is accredited with Cyber Essentials Plus, providing an independently assessed framework for protecting our systems and supporting the resilience and continuity of our operations.

At the end of the year under review, there were there were 56 permanent members of staff (equivalent to 42 FTE), supplemented by a "bank" of 12 casual staff who provide our students and staff with highly-skilled additional support. The SLT comprised the Chief Executive Officer, Chief Finance and Operating Officer, Head of Training and Wellbeing, Head of People and Culture, and Head of Volunteering and Community Services.

The Management Group consisted of the SLT together with the Senior Training Manager, Marketing and Communications Manager, Independent Living Skills Co-ordinator, Creative Programmes Co-ordinator and the Coordinators of the Tooting and Vauxhall sites.

Remuneration of key management personnel

The Remuneration Committee, a small group of trustees who make a recommendation to the whole board, reviews the pay of the SLT annually. Any increases are made in accordance with any inflationary-related increases that have been recommended to Finance committee for the rest of the team, as well as being benchmarked against pay levels in other charities, as we seek to ensure that salaries are competitive to recruit and retain excellent staff and are commensurate with the responsibilities of each role.

Financial review

The Charity reported total income of £2,394,791 for the year ended 31 March 2026 (2025: £2,290,762), an increase of £104,029 (4.5%). Total expenditure reduced to £2,194,964 (2025: £2,334,787), primarily due to lower indirect staff costs, the timing of recruitment to vacant posts and careful management of discretionary expenditure. As a result, the Charity generated an overall surplus of £199,827, compared with a deficit of £44,024 in the previous year. The surplus comprised an unrestricted surplus of £206,797 and a restricted deficit of £6,970 (2025: unrestricted deficit of £50,994 and restricted surplus of £6,970).

At 31 March 2026, the Charity held unrestricted funds of £1,655,172 (2025: £1,448,375). Of these funds, £1,048,416 is tied up in fixed assets (inclusive of the loan and mortgage secured against the Altenburg Gardens building). The remaining unrestricted funds provide working capital and reserves to support the Charity's ongoing operations, manage financial risks and invest in future service development.

Reserves policy

During the year, the trustees have reviewed the reserves policy and have re-examined Share's requirements for free reserves in the light of the predominant risks to the organisation and its working capital requirements. Free reserves are defined as Current Assets less Current Liabilities (excluding the short-term element of the mortgage debt secured on the Altenburg Gardens building). This represents Share's available working capital. Reserves were £606,756 at 31/03/2026 (£430,000 at 31/03/2025).

Share aims to have free reserves sufficient to meet vulnerabilities in its planned operations and to have a degree of flexibility to invest in new areas. The Trustees have set a target range for free reserves of £660,000 to £690,000. This represents around 24% to 26% of forecast expenditure in the coming year, which the Trustees expect will safeguard the continued liquidity of the Charity while allowing project opportunities for future development to be pursued. Although free reserves at the year-end were £606,756, slightly below the target range, the Trustees are satisfied that the Charity remains in a strong financial position. The improved operating surplus achieved during the year, together with positive financial forecasts, provides confidence that the target level of reserves will be achieved during the forthcoming year while continuing to support the Charity's charitable activities. Over time, the Trustees expect the target range to rise, reflecting the growth of charitable activities and increased organisational complexities.

Risk statement

A full risk review was conducted in July 2026. The Board assessed identified risks based on high, medium, and low impact and probability. Mitigating actions have been identified to all risks, and, in the trustees' opinion, all known risks have been anticipated and the board is confident that they can be managed.

We identified the biggest risks to Share as:

- A new garden building / site being inadequate for our needs or being delayed in being delivered due to not receiving planning permission, which would result in disruption to our services;
- Insufficient income from local authorities due to: under-resourced adult social care departments being unable to deliver an efficient referral process; income from councils not adequately mirroring our increasing costs; being unable to appropriately cater for students with increasingly complex needs;
- Failure to fundraise sufficient income to supplement the shortfall in statutory funding;
- IT and utility outages which would severely disrupt services, particularly in the garden during phases of construction.

Mitigations to the above risks include:

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

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

Other risks identified included serious harm to staff or students, and we continued to deliver more training, particularly around safeguarding and positive behaviour management, and challenges around maintaining adequate staffing cover and quality control over four sites – which we mitigated by upskilling more site managers and co-ordinators to take on more responsibility.

Statement of trustees' responsibilities

The trustees (who are also Directors of Share Community Limited for the purposes of company law) are responsible for preparing the trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). They are listed on Page 1.

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Members of the Charity guarantee to contribute an amount not exceeding 25p to the assets of the Charity in the event of winding up. The total number of such guarantees on 31 March 2026was £10 (2025: £10). The trustees are members of the Charity, but this entitles them only to voting rights.

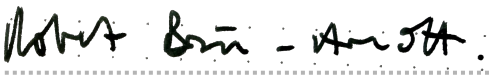
Auditors

Haysmacintyre have expressed willingness to continue in office. A resolution to re-appoint Haysmacintyre will be proposed at the board meeting in December 2026.

The report of the trustees has been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

In preparing this report, the directors have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006.

Approved by the trustees on 6th October 2026 and signed on their behalf by:



Dr Robert Arnott
Chair

6 October 2026



Chris Jeffery
Treasurer

6 October 2026

Independent auditors’ report







Opinion

We have audited the financial statements of Share Community Limited for the year ended 31 March 2026 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 (The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)).
In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as of 31 March 2026 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.
We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which is also the Directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- The Directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees for the financial statements

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as

applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charities Law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to improper recognition of revenue, particularly the completeness and cut-off of contract income and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;

- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Date 07/10/2026

Jane Askew (Senior Statutory Auditor)
for and on behalf of HaysMac LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Financial statements







SHARE COMMUNITY LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2026

	Notes	Restricted Funds 2026 £	Unrestricted Funds 2026 £	Total 2026 £	*Total 2025 £*
INCOME FROM:					
Donations and legacies income	2	-	33,568	33,568	36,970
Other Trading Activities		-	44,106	44,106	26,810
Investments		-	4,333	4,333	10,490
Charitable Activities:					
Independent Living Skills		206,175	1,505,286	1,711,461	1,640,982
Horticulture		50,151	366,151	416,302	398,555
Employability Training		22,289	162,734	185,023	177,136
Other		-	-	-	-
TOTAL INCOME		278,615	2,116,178	2,394,793	2,290,943
EXPENDITURE ON:					
Raising funds		-	14,013	14,013	17,375
Charitable activities:					
Independent Living Skills		174,939	1,298,916	1,473,855	1,528,392
Horticulture		20,746	494,320	515,066	609,813
Employability Training		85,435	106,596	192,031	179,207
		281,120	1,913,845	2,194,965	2,334,787
TOTAL EXPENDITURE	3	281,120	1,913,845	2,194,965	2,334,787
Net income/(expenditure) for the year		(2,505)	202,332	199,827	(44,024)
Net transfers between funds		(4,465)	4,465	-	-
Fund balances brought forward	13	6,970	1,448,375	1,455,345	1,499,369
TOTAL FUNDS CARRIED FORWARD	13	-	1,655,172	1,655,172	1,455,345

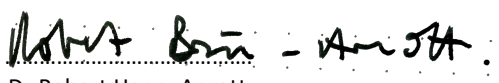
All of the above results are derived from continuing activities.
There were no other recognised gains or losses other than those stated above.
Movements in funds are disclosed in note 13 to the financial statements.
Comparative figures for 2025 are disclosed in note 15 to the financial statements.
The notes on pages 22 to 32 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2026

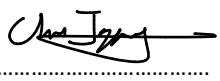
	Notes	2026 £	2026 £	*2025* £	*2025* £
FIXED ASSETS					
Tangible assets	7		1,446,994		1,467,282
CURRENT ASSETS					
Debtors	8	189,660		198,288	
Cash at bank and in hand		617,331		493,961	
TOTAL CURRENT ASSETS		806,991		692,249	
Creditors: amounts falling due within one year	9	(252,877)		(303,949)	
NET CURRENT ASSETS			554,114		388,300
TOTAL ASSETS LESS CURRENT LIABILITIES			2,001,108		1,855,582
Creditors: amounts falling due after one year	10		(345,936)		(400,237)
NET ASSETS	11		**1,655,172**		**1,455,345**
FUNDS OF THE CHARITY	12				
Restricted income funds			-		6,970
General funds			1,655,172		1,448,375
TOTAL CHARITY FUNDS			**1,655,172**		**1,455,345**

The financial statements were approved and authorised for issue by the board of the trustees on 6 October 2026 and were signed below on its behalf by:



Dr Robert Henry Arnott
Chair

6 October 2026



Chris Jeffery
Treasurer

6 October 2026

The notes on pages 45 to 55 form part of these financial statements.

	Notes	2026 £	*2025 £*
Net cash provided by operating activities	A	195,731	141,159
Cash flows from investing activities:			
Interest from investments		4,333	10,490
Purchase of tangible fixed assets		(26,580)	(32,824)
Net cash used in investing activities		(22,247)	(22,334)
Cash flows from financing activities:			
Repayment of loans		(50,114)	(45,733)
Net cash used in financing activities		(50,114)	(45,733)
Change in cash and cash equivalents in the reporting period		123,370	73,092
Cash and cash equivalents at the beginning of the year		493,961	420,869
Cash and cash equivalents at the end of the year		617,331	493,961

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

	2026 £	2025 £
Net movement in funds (as per the SOFA)	199,827	(44,024)
Depreciation charges	46,867	48,656
Interest from investments	(4,333)	(10,490)
Decrease/(increase) in debtors	8,628	53,773
(Decrease)/increase in creditors	(55,258)	93,244
Net cash provided by operating activities	195,731	141,159

B: Analysis of net debt

	At 1 April 2025 £	Cash flow £	At 31 March 2026 £
Cash at bank and in hand	**493,961**	**123,370**	**617,331**
Loans falling due within one year	(48,455)	(4,187)	(52,642)
Loans falling due after one year	(400,237)	54,301	(345,936)
Total	**45,269**	**173,484**	**218,753**

1. ACCOUNTING POLICIES

a) Basis of Accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2021) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Share Community meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value.

b) Preparation of accounts on a going concern basis

Having reviewed the funding facilities available to the Charity together with the expected future cash flows, the trustees have a reasonable expectation that charity has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the charity's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

c) Income recognition

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

d) Donations and legacies

Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably. Volunteer time is not included in the financial statements.

e) Contractual fee income

Contractual fee income is recognised to the extent that the charity has provided the services. Where such income is received in advance, the income is deferred until the charity becomes entitled to them.

f) Grants

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, the amount of income receivable can be measured reliably and there is probability of receipt.

Grants for the purchase of fixed assets are credited to restricted income when receivable. Depreciation of fixed assets purchased with such grants is charged against the restricted fund. Where a fixed asset is donated to the charity for its own use, it is treated in a similar way to a restricted grant.

1. ACCOUNTING POLICIES (continued)

g) Expenditure

Expenditure is recognised in the period in which they are incurred. Expenditure includes attributable VAT which cannot be recovered.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis being an estimate, based on staff time, of the amount attributable to each activity.

	Salary and overheads	Support costs	Governance costs
	%	%	%
Raising funds	1%	1%	-
Independent living	60%	67%	67%
Horticulture	21%	23%	23%
Employability training	8%	9%	9%
Support	8%	-	-
Governance	2%	-	-

Governance costs include the management of the Charitable Company's assets, organisational management and compliance with constitutional and statutory requirements.

h) Raising funds

The costs of raising funds relate to the costs incurred by the Charitable Company in raising funds for the charitable work.

i) Depreciation

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life: The depreciation rates in use are as follows:

Building	Over 100 years on the cost of building
Property improvements	25 years
Equipment	4 years
Fixtures and fittings	4 years
Motor vehicles	4 years

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

j) Restricted funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.

k) Unrestricted funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity.

l) Designated funds

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

m) Transfers

Transfers are made between funds to subsidise restricted funding, or if additional funds are designated by the trustees.

1. ACCOUNTING POLICIES (continued)

n) Rentals

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

o) Pension scheme

Share Community provides 5% on top of the salary to be paid directly into Share's Defined Contribution Pension Scheme with The Pension Trust (TPT). All employees also contribute a minimum of 5% (from April 2023) into their pension scheme.

p) Financial Instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

q) Debtors

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

r) Cash at bank and in hand

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

s) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

t) Deferred Income:

Deferred income represents funds received in advance of delivering specified services or meeting related conditions. Such income is recognised in the Statement of Financial Activities only when the charity is entitled to the funds, and until then is recorded as a liability in the balance sheet.

u) Legal status

Share Community is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to 25p per member of the charity.

v) Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There are no judgements or estimates critical to the financial statements.

2. DONATIONS AND LEGACIES

	Restricted £	Unrestricted £	2026 Total £	*2025 Total £*
Donations, gifts and subscriptions	-	33,568	33,568	*36,790*

All donations income in 2026 was unrestricted.

3. EXPENDITURE

	Raising Funds 2026 £	Independent Living 2026 £	Horticulture 2026 £	Employability Training 2026 £	Support Costs 2026 £	Governance 2026 £	Total 2026 £
Staff costs (note 5)	9,020	993,352	341,397	138,392	136,824	32,477	1,651,462
Direct cost	3,892	321,968	119,183	31,528	44,118	22,813	543,502
Other costs	-	-	-	-	-	-	-
	12,912	1,315,320	460,580	169,920	180,942	55,290	2,194,964
Support costs	1,102	121,256	41,673	16,911	(180,942)	-	-
Governance costs	-	37,279	12,812	5,199	-	(55,290)	-
	14,014	1,473,855	515,065	192,030	-	-	2,194,964

Governance costs include audit fees of £22,800 and staff costs of £32,477 (2025: £20,980 and staff costs of £33,335 respectively)

2025 comparatives	*Raising Funds 2025 £*	*Independent Living 2025 £*	*Horticulture 2025 £*	*Employability Training 2025 £*	*Support Costs 2025 £*	*Governance 2025 £*	*Total 2025 £*
Staff costs (note 5)	8,991	1,034,155	415,018	129,352	122,253	33,335	1,743,104
Direct cost	7,354	340,717	133,186	30,536	58,799	21,091	591,683
Other costs	-	-	-	-	-	-	-
	16,345	1,374,872	548,204	159,888	181,052	54,426	2,334,787
Support costs	1,031	117,880	47,306	14,834	(181,052)	-	(1)
Governance costs	-	35,639	14,302	4,485	-	(54,426)	-
	17,376	1,528,391	609,812	179,207	-	-	2,334,786

4.	NET MOVEMENT IN FUNDS	2026	*2025*
		£	*£*
	This is stated after charging:		
	Depreciation	46,867	*48,656*
	Trustees' remuneration	-	-
	Auditors' remuneration;		
	Audit (including VAT)	22,800	*20,980*
	Interest on loans	22,630	*29,426*

5.	STAFF COSTS AND NUMBERS	2025	*2025*
		£	*£*
	Salaries and wages	1,428,805	*1,535,628*
	Social security costs	157,088	*130,871*
	Pension contributions	64,222	*67,834*
	Agency and other staff costs	1,488	*9,560*
		1,651,603	*1,743,893*

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

In the band £60,001 - £70,000	1	*1*
In the band £70,001 - £80,000	1	*1*
In the band £80,001 - £90,000	-	-

The average number of employees during the year was as follows:

	No.	*No.*
Independent Living Skills	32	*35*
Horticulture	5	*6*
Employability Training	3	*4*
Administration and support	14	*14*
Fundraising	2	*3*
	56	*62*

Over half of employees are part-time. The key management personnel of the charity comprised the Chief Executive Officer and the Chief Finance and Operating Officer. Total employee benefits, including employer pension contributions and employer National Insurance contributions, paid to key management personnel during the year amounted to £166,485 (2025: £166,739).

Volunteers donated approximately 6,979 (5,593) hours over the year. If we were paying a support worker to do the work that the volunteers have done, with a wage of £13.85 (£13.15) per hour, it would cost us £96,659 (£73,548) in salary alone.

6. TAXATION

The Charitable Company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. TANGIBLE FIXED ASSETS

	Freehold land and building £	Property improvements £	Equipment £	Fixtures and Fittings £	Motor Vehicles £	Total £
Cost						
At 1 April 2025	1,500,000	712,600	221,264	24,643	27,999	2,486,506
Additions in year	-	-	26,579	-	-	26,579
Disposals in year	-	-	-	-	-	
At 31 March 2026	1,500,000	712,600	247,843	24,643	27,999	2,513,085
Depreciation						
As 1 April 2025	171,000	641,076	176,850	19,798	10,500	1,019,224
Charge for the year	9,500	8,330	19,225	2,812	7,000	46,867
Disposals	-	-	-	-	-	-
At 31 March 2026	180,500	649,406	196,075	22,610	17,500	1,066,091
Net Book Value						
At 31 March 2026	1,319,500	63,194	51,768	2,033	10,499	1,446,994
At 31 March 2025	1,329,000	71,524	44,414	4,845	17,499	1,467,282

8. DEBTORS

	2026 £	*2025 £*
Trade debtors	117,854	*143,389*
Accrued income	43,643	*30,510*
Prepayments	26,563	*23,794*
Other debtors	1,600	*595*
	189,660	*198,288*

9. CREDITORS: amounts falling due within one year

	2026 £	*2025 £*
Pension	10,990	*12,095*
Trade creditors	13,228	*11,478*
Accruals	40,892	*45,435*
Loan payable within one year	52,642	*48,455*
Other creditors	31,885	*30,561*
Deferred income (see below)	103,240	*155,925*
	252,877	*303,949*

Deferred income relates to funds received in the year which have to be spent specifically in future periods. During the year £130,240 (£155,925) has been deferred and £125,925 (£60,636) from the previous year has been released to the Statement of Financial Activities.

10. CREDITORS: amounts falling due after one year	2026	*2025*
	£	*£*
Bank loan and mortgage payable:		
Between 1 – 2 years	55,297	*51,339*
Between 2 – 5 years	183,194	*173,089*
Greater than 5 years	107,445	*175,810*
	345,936	*400,238*

The company took out a mortgage of £1,194,000 on 30/10/2007 for the purchase of the building and is secured by a legal charge on the building. This is being repaid over 25 years.

11. NET ASSETS BETWEEN FUNDS

2026	**Restricted Funds 2026 £**	**General Funds 2026 £**	**Total 2026 £**
Tangible fixed assets	-	1,446,994	1,446,994
Current assets	-	806,991	806,991
Current liabilities	-	(252,877)	(252,877)
Long term liabilities	-	(345,936)	(345,936)
Net assets at the end of the year	-	1,655,172	1,655,172

2025	***Restricted Funds 2025 £***	***General Funds 2025 £***	***Total 2025 £***
Tangible fixed assets	-	*1,467,282*	*1,467,282*
Current assets	*6,970*	*685,279*	*692,249*
Current liabilities	-	*(303,949)*	*(303,949)*
Long term liabilities	-	*(400,237)*	*(400,237)*
Net assets at the end of the year	*6,970*	*1,448,375*	*1,455,345*

12. MOVEMENTS IN FUNDS 2025-6

	At the start of the year	Income	Expenditure	Net transfers between funds	At end of year
	£	£	£	£	£
Restricted funds:					
LB Wandsworth	-	15,488	(15,488)	-	-
The Mercers' Charitable Foundation	-	31,299	(31,299)	-	-
Garfield Weston Foundation	-	30,000	(30,000)	-	-
The National Lottery Community Fund (Awards for All)	-	13,304	(13,304)	-	-
Santander Foundation	-	12,265	(12,265)	-	-
LCP Foundation Grant	-	8,000	(8,000)	-	-
D'Oyly Carte Grant	-	6,000	(6,000)	-	-
The Fishmongers' Company	-	30,000	(30,000)	-	-
Percy Bilton Grant	-	4,793	(328)	(4,465)	-
Bakers Grant	-	1,000	(1,000)	-	-
Cicely Northcote Trust	-	7,433	(7,433)	-	-
SWL Integrated Care Board	-	10,125	(10,125)	-	-
Sport England	-	4,993	(4,993)		
Albert Gubay Foundation	-	30,000	(30,000)	-	-
Hollyhock Charitable Foundation	6,970	-	(6,970)	-	-
The Grail Community	-	5,000	(5,000)	-	-
Electrical Safety Fund award	-	4,902	(4,902)	-	-
The Tobacco Pipe Donation	-	2,500	(2,500)	-	-
Groundwork London	-	985	(985)	-	-
Wimbledon Foundation		30,528	(30,528)	-	-
The Julia Rausing Trust		30,000	(30,000)	-	-
Total restricted funds	6,970	278,615	(281,120)	(4,465)	-
General funds	1,448,375	2,116,178	(1,913,845)	4,465	1,655,172
Total funds	**1,455,345**	**2,394,793**	**(2,199,430)**	**-**	**1,655,172**

Full comparatives for the year to 31 March 2026 can be found in note 15.

Purposes of restricted funds

Albert Gubay Foundation: *This funding was provided to support the Share Community Café and Meals Service, to provide employability training in a café environment to our students, including using their skills to provide free food to local people negatively impacted by increased cost of living.*

Garfield Weston Foundation**:** *This funding was provided to support the Share Community Café and Meals Service, to provide employability training in a café environment to our students, including using their skills to provide free food to local people negatively impacted by increased cost of living.*

13. MOVEMENTS IN FUNDS (CONTINUED)

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

South West London Integrated Care Board (ICB): *This funding was provided to deliver dedicated support for students' wellbeing across all Share's sites, and to fund a Wellbeing Officer to understand the impact of poor access to and understanding of the benefits system on disabled and autistic adults.*

The Fishmongers' Company: *This funding supported Share's community café at Vauxhall and catering training at Clapham Junction.*

The Hollyhock Charitable Foundation: *This grant funded Share's Volunteer Co-ordinator's work, including the recruitment of more volunteers to support students in classes and in the provision of social opportunities, including befriending.*

The Julia Rausing Trust: *This grant funded Share's Volunteer Co-ordinator's work, including the recruitment of more volunteers to support students in classes and in the provision of social opportunities, including befriending.*

The Mercers' Charitable Foundation: *This funding was provided to support the Share Community Café and Meals Service, to provide employability training in a café environment to our students, including using their skills to provide free food to local people negatively impacted by increased cost of living. It also funded some professional development training for the Share team.*

Wimbledon Foundation: *This grant supported Share's wok to improve students' health and wellness, through the recruitment of a Health and Wellbeing Co-ordinator to establish and run a holistic programme.*

Other donations: *All restricted funds received during the year were applied in full in accordance with the grant conditions, and were utilised to deliver the specific projects and activities for which they were awarded. At the year end, no restricted fund balances remained unspent.*

14. RELATED PARTY TRANSACTIONS

Total donation income from the trustees and related parties in the year was £nil (2025: £420).
There were no other related party transactions in the year (2025 – the same).

15. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

		Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total 2025 £
INCOME FROM:				
Donations and legacies income	2	-	36,970	36,970
Other Trading Activities		-	26,810	26,810
Investments		-	10,490	10,490
Charitable Activities:				
Independent Living Skills		288,598	1,352,384	1,640,982
Horticulture		69,597	328,958	398,555
Employability Training		30,932	146,204	177,136
Other		-	-	-
TOTAL INCOME		389,127	1,901,636	2,290,763
EXPENDITURE ON:				
Raising funds		-	17,375	17,375
Charitable activities:				
Independent Living Skills		250,241	1,278,151	1,528,392
Horticulture		100,425	509,388	609,813
Employability Training		31,491	147,716	179,207
		382,157	1,952,630	2,334,787
TOTAL EXPENDITURE	3	382,157	1,952,630	2,334,787
Net income/(expenditure) for the year		6,970	(50,994)	(44,024)
Net transfers between funds		-	-	-
Fund balances brought forward	13	-	1,499,369	1,499,369
TOTAL FUNDS CARRIED FORWARD	13	6,970	1,448,375	1,455,345

16. COMPARATIVE MOVEMENTS IN FUNDS FOR THE YEAR ENDED 31 MARCH 2025

	At the start of the year £	Income £	Expenditure £	Net transfers between funds £	At end of year £
Restricted funds:					
LB Wandsworth	-	6,596	(6,596)	-	-
The Mercers' Charitable Foundation	-	34,138	(34,138)	-	-
Garfield Weston Foundation	-	30,000	(30,000)	-	-
The National Lottery Community Fund (Awards for All)	-	6,652	(6,652)	-	-
Santander Foundation	-	39,995	(39,995)	-	-
Peter Stebbings Memorial Charity	-	10,000	(10,000)	-	-
Pictet Group Foundation	-	14,779	(14,779)	-	-
The Fishmongers' Company	-	22,500	(22,500)	-	-
Baily Thomas Charitable Fund	-	578	(578)	-	-
The Hobson Charity	-	1,755	(1,755)	-	-
Cicely Northcote Trust	-	2,478	(2,478)	-	-
SWL Integrated Care Board	-	82,749	(82,749)	-	-
Sport England	-	13,666	(13,666)	-	-
Albert Gubay Foundation	-	30,000	(30,000)	-	-
Hollyhock Charitable Foundation	-	49,926	(42,956)	-	6,970
The Grail Community	-	10,178	(10,178)	-	-
Q Charitable Trust	-	10,000	(10,000)	-	-
Hubbub Foundation	-	4,094	(4,094)	-	-
Groundwork London	-	985	(985)	-	-
Wimbledon Foundation	-	18,059	(18,059)	-	-
Total restricted funds	-	389,127	(382,157)	-	6,970
General funds	1,499,369	1,901,636	(1,952,630)	-	1,448,375
Total funds	**1,499,369**	**2,290,762**	**(2,334,787)**	**-**	**1,455,345**