

Charity Registration No. 514779

Company Registration No. 01657652 (England and Wales)

COMMUNITY LINKS (NORTHERN) LIMITED

**STATUTORY FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2022**

COMMUNITY LINKS (NORTHERN) LIMITED

COMPANY INFORMATION

Management Committee

Chair:	Claire Vilarrubi
Other Trustees:	Cornelle Parker – Independent Trustee (Community Links) Jacqueline Hallam – Independent Trustee (Community Links) Damian Pocknell – Inspire North Group Trustee (Vice Chair) Lisa Bradley – Inspire North Group Trustee (Treasurer) Alina Kaur – Inspire North Group Trustee Philip Turnpenny – Inspire North Group Trustee David Strachan – Inspire North Group Trustee

Executive Officers

Chief Executive	Ruth Kettle
Director of Operations	Faye Oldroyd (until 1 October 2021) Michelle De Souza (from 22 November 2021)
Director of Development and Innovation	Sinead Cregan
Director of Finance and Corporate Services	Caroline Watson (until 2 November 2021) Ed Browne (from 20 September 2021)
Director of People and Culture	Donna Gooby

Company Secretary	Ruth Kettle
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Registered and Principal Office	3 Limewood Way Seacroft Leeds LS14 1AB
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Registration Numbers

Registered Company Number:	01657652
Registered Charity Commission Number:	514779

External Auditor	RSM UK Audit LLP Chartered Accountants Central Square 5 th Floor 29 Wellington Street Leeds LS1 4DL
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Bankers	Lloyds TSB 6 – 7 Park Row Leeds LS1 1NX
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COMMUNITY LINKS (NORTHERN) LIMITED

COMPANY INFORMATION

Solicitors

Wrigleys
19 Cookridge Street
Leeds
LS2 3AG

COMMUNITY LINKS (NORTHERN) LIMITED

CHAIR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2022

It has been three full years since the establishment of the Inspire North Group, and as Chair I am delighted to present a review of Community Links (Northern) Limited for the 2021 to 2022 period.

Inspire North is the parent company of Foundation and Community Links (Northern) Limited and their subsidiary companies. The benefits of the group are now being realised with a focus across the period on the integration of systems and processes, the delivery of enhanced learning and development for employees, and healthy growth in our business.

During the period we have made several advancements to improve the effectiveness of our collective business functions, realised through further integration of our processes and systems and the attainment of enhanced system and data governance accreditations. This includes successfully achieving the ISO 27001: 2013 Information Security accreditation, ensuring the highest standard in information security and management and the integration of our HR systems to create a single system for all HR activity.

We remain focussed on organisational sustainability and with procurement, commissioning and funding arrangements placing increasing importance upon demonstrable Social Value, we have made a commitment to understand, improve and evidence the impact we have on the communities and places in which Inspire North work.

Inspire North continues to establish itself as a strong supportive core and in response to the ongoing growth of our portfolio of services and diversification of funding, we have continued to make investments in operational delivery, and management as well as central service functions to ensure our services continue to be well-led, safe and effective. We have appointed two new members to the Senior Leadership Team during the year Ed Browne joined the group as Director of Finance and Corporate Services having previously worked at Citizens Advice Leeds and briefly as Head of Finance for Inspire North. Ed brings significant and valuable experience managing finances and corporate services. Michelle de Souza has also joined the Senior Leadership Team as Group Director of Operations, after a period as Senior Operations Manager earlier this year. Michelle brings a wealth of expertise working in clinical and non-clinical settings, including 24 years in Leeds City Council working on domestic abuse and safeguarding issues. These new appointments have strengthened and diversified our Senior Leadership Team and their invaluable expertise will be crucial to ensuring Inspire North move forward with delivering our vision to "create a world where everyone matters".

This year has also seen the creation of new Central Services roles in the Inspire North Group, including a Bid Writer, Development Researcher, Information Governance Officer and an Equality, Diversity and Inclusion Coordinator, supporting our organisational growth, ensuring on-going compliance with Information Governance, policies, procedures and legislation and reinforcing our group-wide commitment to anti-racism and achieving equity, diversity and inclusion in all that we do. Recruitment remains an issue for the sector in general and Inspire North is no different. To get ahead of the game we have recruited a Talent Co-ordinator to enable Inspire North to have a focus on recruitment issues and practices and help us be more creative in attracting top talent across the group.

Our five-year Inspire North Strategy (2019 to 2024) enters its third year of delivery, which provides strategic direction for Community Links and the whole Inspire North group.

Every aspect of Community Links' work is guided by our group-wide values of People, Integrity, Passion and Collaboration. This is demonstrated by some of the organisation's key achievements in the period which include:

- The successful award of a contract to deliver the new Calderdale 'Living Well with Dementia' Dementia Hub. The service offers information and advice for adults of any age diagnosed with dementia and their friends, family, and carers, to ensure people in the Calderdale community have access to wide-ranging dementia information and advice. The service has afforded the opportunity to expand our Dementia portfolio and work with new partners to support the local area through facilitating community engagement sessions and awareness raising activities to create a dementia friendly borough.

COMMUNITY LINKS (NORTHERN) LIMITED

CHAIR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2022

- The group continues to have group-wide 2* Best Companies and Investors in People status. Showcasing the group's commitment to its people, these awards are further supported by the group receiving 30th place at the Inclusive Top 50 Companies in the UK awards, and 63rd place in Best Large Companies to Work For 2021, supported by a special award for Learning and Development. These accolades are telling signs that our core values are upheld and lived across the group.
- Inspire North has embarked on its journey towards Becoming a Trauma Informed Organisation. We are taking a systems approach to trauma, allowing us to assess our processes, policies, growth, and operations generally against trauma informed criteria. Becoming a Trauma Informed organisation means Inspire North recognises the widespread impact of trauma, stress, and adversity, viewing all aspects of our organisation through a trauma-informed lens. Acting with integrity, and being trauma informed will ensure we do not re-traumatise our clients as we continue to respond fully and meaningfully, integrating and embedding, knowledge about trauma into policies, procedures, language, culture and practices.
- Inspire North's group-wide response to the impact of the post COVID-19 pandemic demonstrates our dedication to working hard to make sure our services are safe, and offer the highest quality and professional standards, and that people are treated fairly and honestly. We continue to address new regulations as they come into effect.

Over the coming year, we expect to be tested further as the longer-term economic and social impacts of the pandemic are felt and the cost of living rises. In response, we are delighted that Community Links has partnered with HR consultancy, Howarths, to help businesses in Yorkshire tackle the impact of the rising cost of living on employee mental health. The partnership will see Community Links and Howarths work together on several initiatives to help the region's SMEs create mentally healthy workplaces – including the delivery of mental health awareness training and other mental health-related courses such as suicide intervention skills training.

Furthermore, I am delighted to say that this year Rhinos Assistant Coach and former player, Jamie Jones-Buchanan became the first-ever patron of Inspire North. As patron Jamie will help to raise awareness of a broad range of issues including mental health and wellbeing, domestic abuse, as well as how sport can be a huge benefit to young people. We have been working closely with Jamie and the Leeds Rhinos Foundation to develop projects that cement our partnership. It is an honour to have Jamie working with us and I am looking forward to seeing his contribution being realised over the coming years.

As I reflect on the last 12 months and look back on all that has been accomplished, I would like to take the opportunity to share my sincere thanks and gratitude to everyone that has worked so hard, during the most challenging of times, to make a positive difference to the lives of our clients, to our Trustees for their commitment and time freely given to help make our group such a success. Their diverse yet complementary expertise and experience continues to provide the whole of the Inspire North group with vital specialist advice, challenge and strategic governance.

I know that it has been another challenging year for all, and I have personally witnessed our group-wide values being embedded and flourish. Employees have continued to deliver high quality, person-centred support to people across the communities we serve. I am excited to see the group continue to realise its potential and grow and know that all our stakeholders can be relied on to ensure that Community Links continues to sustainably provide life-changing mental health and wellbeing services across Yorkshire and beyond.



Claire Vilarrubi
Chair

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

The Management Committee presents its report and the audited financial statements of Community Links (Northern) Limited ("the Company") for the year ended 31 March 2022.

Organisational Overview

Principal Activities

Community Links (Northern) Limited (hereafter referred to as Community Links) is limited by guarantee and is a registered charity under the Charities Act 2011. The Company was established under a Memorandum of Association which established the objects and powers of the company and is governed by its Articles of Association. The charitable objects are set out in the Articles of Association and following review, remained unchanged throughout the year:

"Our aim is to provide support and accommodation to people with mental health problems. We have a range of services which focus on recovery and work collaboratively with individuals to achieve their goals. We do this by providing support which is appropriate to their needs, instilling hope and optimism in a setting that is accessible to their situation. Our services value diversity and are non-judgemental."

Community Links exists to inspire hope and change. We are an award-winning non-profit provider of mental health and wellbeing services in Yorkshire and the Humber. We offer support for people with a wide range of mental health issues including anxiety and depression, psychosis, alcohol and substance misuse, complex needs and personality disorder.

In discharging its duties, the Board seeks to set a clear strategic framework for achieving these aims and to clarify the long- and short-term objectives of the company. In particular, the Board considers the guidance contained in the Charity Commission's general guidance on public benefit and how planned activities will contribute to the aims and objectives set.

Trustees

The Trustees who held office during the year and up to the date of signature of the financial statements were as follows: -

Claire Vilarrubi - Chair

Anne Worrall-Davies – Independent Trustee (Community Links) (resigned 1 November 2021)

Cornelle Parker – Independent Trustee (Community Links)

Jacqueline Hallam – Independent Trustee (Community Links)

Damian Pocknell – Inspire North Group Trustee (Vice Chair)

Lisa Bradley – Inspire North Group Trustee (Treasurer) (appointed 10 December 2021)

Alina Kaur – Inspire North Group Trustee

Richard Parry – Inspire North Group Trustee (resigned 23 September 2021)

Philip Turnpenny – Inspire North Group Trustee

David Strachan – Inspire North Group Trustee

Organisational Structure

Community Links sits within the Inspire North Group. Inspire North is Community Links' parent company and sole member, with Foundation being its sister company. Community Links has a trading subsidiary, Bridging the Gap PD Services Limited.

Inspire North's governance structure ensures that there is a quorate of independent Trustees for Community Links (minimum of three) to protect its assets and ensure continued delivery of its charitable objectives.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT

FOR THE YEAR ENDED 31 MARCH 2022

Organisational Structure (continued)

The Inspire North Group's Head Office is in Leeds and provides Community Links with Senior Leadership, Operational Management and Professional Services.

Through the group structure, Community Links can maintain its own identity and continue to deliver its frontline services, whilst parent company affords the opportunity to create more comprehensive and efficient infrastructure and support services. This includes increased opportunity to access new markets and fully realise its potential.

Business Review

Details of the Company's performance for the year and its future plans are set out in the following sections of this report.

Objectives & Strategy

In October 2019, our first Inspire North Strategy (group-wide) was launched at our first group-wide Annual Conference. Alongside the Strategy, a new and co-produced Group Vision, Purpose and Values was created and are consistently adopted across the group.

Group Vision - Creating a World Where Everyone Matters

Group Purpose - Building Brighter Futures

Values –

- **People** are the heart of everything we do at Inspire North, and we strive every day to build brighter futures for the people who use our services. We engage our colleagues and people who use our services to build a sense of community and shared success. We want everyone to play a part in creating our vision.
- **Integrity** is our cornerstone; we will always do the right thing. We work hard to make sure our services offer the highest quality and professional standards, and that people are treated fairly and honestly.
- **Passion** is what fuels us. There's no better feeling in the world than making a positive difference, and that spurs us on to always go the extra mile – for the people who use our services, for each other, and for our vision of creating a world where everyone matters. We have the brightest and best innovative minds working every day to do more, and to do it better.
- **Collaboration** is how we came to be Inspire North. We were born out of the idea that working together, we can achieve more. Across our services we work with many partners, bringing together our expertise to meet varied needs in exceptional ways.

Our group-wide approach creates a consistent ethos for our work and employees, which complements the objectives outlined within Community Links' Articles of Association. Contributing towards the achievement of our group purpose, Community Links has its own charitable purpose: **to provide life-changing mental health and wellbeing services.**

Annual plans, developed by each service or department within the group, enables the Board to monitor progress against strategic goals, alongside monitoring against the Corporate Performance Framework. Together, Annual Plans and the Corporate Performance Framework provide a robust mechanism for organisational accountability and challenge, whilst placing our values at the heart of our strategic objectives.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT

FOR THE YEAR ENDED 31 MARCH 2022

Achievement and performance

This year (April 2021 to March 2022), Community Links has worked with circa 11,484 clients or tenants to assist them in achieving their goals for a better life

For the clients leaving the service during this period, data has been collected to identify what kinds of support each client required from the service and whether a positive outcome was achieved in each area by the end of their time with the service. This includes 83% of outgoing clients/tenants having a successful move-on from service.

Community Links' Performance against targets for 2021/22

Following the launch and roll-out of Inspire North's group-wide strategy, vision, purpose, values and branding in 2019 to 2020, a core aim for the 2021 to 2022 period has been for all services and departments to deliver against their co-produced annual service plans. During the third year of our strategy, our operational service teams achieved 63% of activities outlined within their annual plans and Central Service Teams achieved 60% of activities outlined within their annual plans. This is steady performance in what has been another challenging year.

Performance is measured against an Annual Service Plan and Key Performance Indicators, with the overarching aim being to improve the quality and effectiveness of the services we deliver to our clients/tenants, sharing best practice across the group. As detailed below, the Inspire North group continues to succeed in performing well.

Sustainability

- Several service contracts held by the Inspire North group that were due for re-tender in the period have been extended by commissioning authorities, helping us to maintain stability during another challenging year. This includes Community Links' NHS Hub services and Residential Services, which have all secured extensions until March 2023.
- Up to the end of the period, Development have retained 83% of contracts across the Inspire North group, to a total contract value of just over £1.4 million.

Be a Great Place to Work

- Our group wide voluntary turnover is 29% (in-line with Skills for Care average for the sector) and we have a stability index of 70% across the group for the period.
- The Inspire North Group retained its 2-star Best Company status.
- The Inspire North Group was placed 63rd at Top 100 Sunday Times award for Best Large Companies to Work For 2021 and received a special award for Learning and Development. This was the first time the group was being considered within this "large" category
- The Inspire North Group was placed 10th in Charity's 30 Best Organisations, 10th in Top 30 North East Best Companies and 28th in Top 75 Yorkshire and the Humber Best Companies.
- The Inspire North Group have been awarded the Safer Leeds Domestic Violence and Abuse quality mark by the Safeguarding and Domestic Violence Team at Leeds City Council, highlighting our continued effort and support for high quality service provision for women, men and children affected by domestic violence in Leeds.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Community Links' Performance against targets for 2021/22 (continued)

Create Together

- Inspire North have launched a new Speak Up initiative, established to promote a culture of openness, encouraging effective and honest communication at all levels of the group.
- Our second group-wide conference was held in October 2021. This year we were able to meet in person, bringing together hundreds of employees to reflect on the past year, plan for the group's future and showcase the hard work that has been taking place across our services.
- Inspire North launched the new Client Board, an inclusive board where clients take a lead role in shaping future ideas, supporting the company in understanding where we can make positive changes.
- Customer Service Excellence awarded for Community Links, with group-wide applications submitted for the coming year.

Innovate and Influence

- Joint system implementation has been achieved across our HR Systems, improving our internal processes for supporting colleagues and we will be looking at further system enhancements during 2022-2023 to support our continued organisational growth.
- Group Board meetings continue to run well with separate but common reporting frameworks for each company within the group to enable oversight of individual company performance.
- Datix, which was launched across the group during 2021-2022 to centrally manage our incident reporting, concerns, compliments and complaints and our client satisfaction survey, has been enhanced and now includes the functionality to log and record client satisfaction, service health checks and our response to environmental complaints and incidents (in support of our green ambitions and commitment to Social Value).
- In 2020 we launched the group-wide intranet, INsite, with information on each Central Service Department. A feedback survey sent to managers in January 2021 reported overall positive feedback, with 70% saying the intranet was easy or extremely easy to use, and 75% using the intranet daily or weekly. During the period we have enhanced InSite to include pages for our various employee networks and an Anti-Racism resource page with a resource suggestion form for recommended reading and viewing. New features have been added to help employees get to know other colleagues around the group, for example, the Welcome Gallery of new employees and "Day in the Life" page.

Build Sustainable Futures

- Funding has been secured from new statutory agencies, including Calderdale Council and new contracts mobilised commissioned by HMPPS.
- Community Links have been appointed a lead role in the Kirklees WTB Partnership comprising the seven Council and Clinical Commissioning Group commissioned Voluntary Sector organisations providing community Mental Health Services across Kirklees.
- Charities Aid Foundation (CAF) Donate has now gone live, enabling Inspire North to raise funds on-line and process our donations more efficiently.
- The new Development Researcher role is well embedded within the team developing well and is working closely with the Head of Development to support more informed service modelling and innovations.

Underpinned by the group's five-year strategy, the CEO gave a new Call to Action for all services and departments within the group to focus their 2021-22 Annual Plans on co-production and a new Co-production Strategy has been launched, developed by working with employees and clients across the group.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Community Links' Performance against targets for 2021/22 (continued)

Service Contracts

During 2021/22 Community Links saw a growth in our portfolio, expanding our dementia offer to include a 'Living Well with Dementia' service in Calderdale, in partnership with Age UK Calderdale and Kirklees. Furthermore, we have increased our Peer Support offer in Leeds, securing a contract to employ two additional Peer Support Workers with lived experience of eating disorders who will be embedded within the Leeds Community Mental Health Teams. Such growth and expansion evidence our strength in delivering high quality mental health and wellbeing services.

Contract extensions have also been secured for several of our long-standing Community Links services, including our Leeds residential services and our NHS Hub services, enabling Community Links to continue to deliver vital mental health support within the Leeds community.

Tendering activity for the Inspire North group overall has remained constant across the period and as a result of a number of extensions to existing services, we are expecting to see an increase in tendering activity in the 2022-23 period, with a number of key services likely to be retendered.

Employees

Community Links' employees are central to everything that we do, and we strive to be a great place to work. During 2021 to 2022 we have been met with recruitment challenges as the UK faces a national skills shortage across health services and the voluntary sector. This has led us to review our recruitment practices to be more creative and agile.

Key achievements have been:

- An enhanced recruitment approach, with the launch of our Indeed (recruitment website) brand to increase candidate engagement with our company. We post company updates on Indeed and encourage employees to leave reviews, so candidates gain more of an insight into our organisational personality. We have also developed our presence on LinkedIn, which allows us to post job adverts and actively head hunt promising candidates. Furthermore, we have placed a strong focus on 'dynamic attraction' including working with additional external advertising agencies such as Company Jobs, where vacancies are advertised as an 'enhanced advert' and the use of more inclusive methods of advertisement, for example, we work with Gaydio, the UK's largest LGBTQIA+ radio station where over 100 recruitment adverts for Inspire North have been broadcast to date.
- The introduction of a recruitment Talent Co-ordinator to enable us to be more creative in attracting top talent. We will monitor the impact of this role in terms of reducing time to recruit and increasing our recruiting first time ability.
- The re-launch of the Inspire North Management Mentoring Scheme, which is open to all employees as part of our approach to developing leaders and our particular commitment to increasing diversity within leadership. We also have the Moving Forward Together (Reverse Mentoring Programme) & Future Leaders (management programme) which is a good first step to considering a career in management before progressing to Future Leaders, helping us to nurture our own talent.
- An improved training platform through the launch of Careskills Academy, a leading Skills for Care endorsed eLearning provider, with courses created by health and social care experts. This provides Inspire North with greater intuitive learning management and reporting, empowering all employees to take responsibility for their own learning and development, which includes our enhanced mandatory training package comprising of Anti-Racism, Safeguarding Adults and Children, Diversity & Inclusion, Co-production, Health & Safety, Supervision Skills and Professional Boundaries.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Community Links' Performance against targets for 2021/22 (continued)

Employees (continued)

- Inspire North has made a firm pledge to invest the time and resources necessary in becoming more anti-racist and work continues regarding education, increasing diversity and fostering a better sense of inclusion for all, especially those from racialised and marginalised communities. We have conducted a survey across the Inspire North Group to understand more about the experiences of our employees, particularly those who identify as BAME and year we were supported by Words of Colour to develop our leadership capability. This included leaders participating in a one-day virtual learning in action event, attended by over 70 leaders, including the Senior Leadership Team and CEO. It was an opportunity to share the learning – and to be candid - while working together in a solution-focused way. Mandatory anti-racist training has been rolled out across the group and by the end of March 2022, was attended by the majority of our employees. We continue to progress our Anti-Racist work, across the group to hold ourselves to account and help everyone continue their Anti-Racism journey.

We continue to develop our employment practices to support the well-being and recruitment of diverse talent and to this end The Inspire North Group are a Disability Confident Leader, a Mindful Employer and a Living Wage Employer.

Furthermore, we have a comprehensive and well used employee assistance scheme available to all employees, providing advice and support on a wide range of employment, health and legal concerns. This now includes the introduction of access to an on-line GP.

Health and safety

Community Links has a moral and legal responsibility to ensure that it provides for the health, safety and welfare of its employees, clients/tenants and anyone coming into contact with its business activity who may be affected by the way in which it carries out its work. Community Links attaches the greatest importance to Health and Safety matters which are part of each employee's induction and e-learning and prioritises compliance with current legislation. Inspire North's Estates and Facilities Manager leads on occupational Health and Safety and is supported by our Operational Management Team and a team of volunteer Health and Safety Champions across all Community Links' offices and services, helping Community Links to achieve high standards in Health and Safety across the group.

We remain committed to the provision and maintenance of:

- A safe and healthy working environment
- A safe and healthy living environment for clients/tenants and the on-going development of our relationships with partners in relation to safety and service
- Safe and healthy workspaces in third party and partner premises
- Supervision, advice and procedures as necessary for the safe performance of its operations
- Instructions, information and procedures, for safe systems of work
- Equipment fit for purpose and bespoke adaptations for employees who need them
- Appropriate training for employees within job requirements
- Environmentally sustainable or energy efficient systems.

COVID-19 continued to present challenges in relation to the Health & Safety of all our employees but particularly those working in front line services, including our residential services.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Health and safety (continued)

We responded promptly to the Government call for people to work from home and since restrictions have been lifted, we introduced our group-wide Hybrid Working Policy, which sets out our group's approach to Hybrid Working, and allows employees to split their time between attending the workplace and working remotely. This approach is an important element of both our strategy for adapting to, and thriving in, the new working environment following the COVID-19 pandemic and our commitment to supporting a positive work-life balance for our employees.

Future Plans

Ambitions for 2022-23

The Inspire North Strategy (2019 to 24) is an ambitious strategy which sets out how the group, will make a real difference to those it supports, making best use of its assets and the unique specialisms of its daughter companies.

Our four key aims are to:

- **Create Together:** We know the way to excellence is through sharing expertise. We will create our services with the people who use them to get the best possible outcomes. Our clients are the leading voice in everything we do, as they are experts in what they need.
- **Be a Great Place to Work:** We bring together a diverse workforce with a wealth of skills and decades of experience. We empower our colleagues to make decisions using their specialist knowledge of the communities they serve, always putting our values front and centre.
- **Innovate and Influence:** We will drive innovation and influence and be a catalyst for change. We will share best practice with colleagues, Trustees, partners and local communities to develop high-quality services that reflect the increasingly varied and complex needs of our clients
- **Build Sustainable Futures:** We will use an evidence-based approach to inform what we do and develop more effective practices that deliver better outcomes. We will seek out new funding sources and partners. We will lead the way on sustainable approaches to working and providing services.

During 2021-2022 we have continued to embed our 5-year strategy, initiating key activities and monitoring progress at team and organisational levels. Priorities for the next year include:

- Further embedding an inclusive, values-led culture across the group, supported by robust, joined-up governance arrangements.
- Being a safe place to work, reviewing Health and Safety processes and ensuring our organisational approach and expectations are embedded.
- Embedding co-production across the groups decision making, systems and processes.
- Promoting the effectiveness of our services and our brand with key stakeholders and potential partners, establishing a more unified, clear group identity, ensuring that our branding facilitates stakeholder engagement and an understanding of our purpose and vision.
- Building a sustainable future, ensuring that our systems and processes are fit for purpose and future proof, through decarbonisation and reducing our carbon footprint
- Set out clear plans for the group's long-term sustainability, factoring in social, financial and environmental considerations, including decarbonisation and reducing our carbon footprint and our long-term commitment to driving and delivering upon Social Value.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Principal Risks and Uncertainties

The Board assume responsibility for on-going review of the risks facing the Company. In this context, we define risk as the potential to fail to achieve our objectives and for loss, whether financial or reputational, inherent in the environment in which we operate.

The Board note the following specific areas that give rise to the potential major risk areas for the forthcoming financial year:

- On-going cuts to Local Authority and Health budgets and the cumulative impact of gradual, ongoing cuts to service budgets resulting in service closure or inability to re-tender for services.
- The current economic and political situation within the UK, largely but not exclusively because of the COVID-19 global pandemic, Brexit and the war in the Ukraine, leading to an increase in the cost of living and a rise in demand for services coupled with cutbacks in spending and procurement plans from some commissioners.
- The impact of national skills shortages and challenges in recruitment placing a strain on front line services, information governance, tendering and estates.
- The impact of several contracts that are due to be re-tendered, with the potential loss of income should these contracts not be secured.
- The risk of cyber-attacks and fraudulent activity in-line with the National Cyber Security Centre announcement of increased threats in the sector due to the war in the Ukraine.
- The continued impact of BREXIT on both public services and employment opportunities for clients/tenants.
- The continued impact of COVID-19 on service delivery and the health, safety and wellbeing of our employees and clients/tenants.

All risks are reported on our robust risk register and mitigations reviewed quarterly at both subcommittee and Board meetings to check and challenge our plans.

Co-production

Community Links aims to co-produce all aspects of its work. We strive to involve stakeholders from all areas of the company (from clients to members of the Board). There is currently a good level of co-production activity and several ways in which clients and tenants can be actively involved across the company:

- Local informal feedback from and through front-line employees
- Responding to text-based questions on quality and performance
- Annual satisfaction survey and report
- Client/tenant voice (representatives on our Board)
- Local co-production and activities groups
- Contributing to various working groups on quality, bidding for contracts and communications
- Clients/tenants involvement in recruitment processes
- Clients/tenants attendance at tender interviews so that they can outline their experience of our services to commissioners
- Clients/tenants progressing to volunteer roles, offering peer support (including paid roles) and gaining employment within the group
- Group-wide Internal Grants Scheme, offering clients/tenants the opportunity to develop innovative ideas which could receive funding through donations given to Community Links.

Co-production training is mandatory for all employees and volunteers across the group. We have established toolkits for both employees and clients/tenants to support effective co-production across our work. Inspire North believes clients/tenants bring skills, talents and real assets to the company which can be used for the benefit of their own journey, that of others, and for the wider work on the group.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Co-production (continued)

A new group-wide Co-production Strategy has been launched, developed by working with employees and clients across the group. The Strategy outlines further steps and innovative approaches that the company will adopt to fully embed co-production within every aspect of our business and supports services and departments to understand the concept of coproduction and the importance of using this approach in the delivery of our services and the ways we work with clients, both internal and external.

During the period it has been fantastic to see true co-production evidenced within Community Links, through the launch of our Eating Well with Dementia recipe book, the first recipe book of its kind tailored to and developed by people living with dementia, their families and carers at our Young Dementia Leeds service. The book, which was launched at a special event in Leeds in September offers nutritional and practical advice approved by a registered dietician, alongside recipes that have been fully tested and approved by clients, carers and their families.

Complaints and Suggestions

Inspire North has a robust group-wide policy and procedure for the reporting and recording of concerns, complaints, and compliments, captured and reported through Datix, ensuring timely and appropriate resolution or response.

A bi-annual Complaints, Comments and Compliments analysis report outlines outcomes and actions and is reviewed by the Operations and Development Subcommittee. Quarterly reports update service commissioners regarding patterns or trends regarding comments, compliments or complaints. For the 2021 to 2022 period, Community Links received 7 complaints, 9 compliments and 4 concerns, 100% of these were acknowledged within 3-days and 89% resolved within 10-days, in line with our policy.

Financial Review

Going Concern

These financial statements have been prepared on a going concern basis as the Board of Trustees have given due consideration to the forecasts, projections and level of resources required for future operations. Community Links services and funding continue to be at risk from ongoing cuts to Local Authority and changes to National Health Service funding structures in addition to funding available from other statutory agencies. Whilst the operating environment will remain challenging, the Board of Trustees is confident that the reputation and competitiveness of the company can contribute to modest growth in the next two years. To this end we have developed clear sustainability plans for Community Links, alongside investment in dedicated resource for grants related activity.

Community Links is a member of the Social Housing Pension Scheme (SHPS) which has had a significant impact on the accounts of both Community Links and its sister company, Foundation. There is a scheme-wide plan in place to repay the deficit by March 2028. Whilst this represents a significant cash outflow for the group, the directors believe it is a going concern and is able to meet its obligations moving forwards.

Due to the extensions of several service contracts by Authorities as a result of the pandemic period, we are expecting to experience a number of re-tenders and new tendering opportunities into next year. However, Trustees are pleased to note that the group has seen healthy growth beyond targets this year by securing new contracts which strengthens our position going into a period of instability.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Strategic Report

Financial Performance and Position at End of Year

The Company incurred a surplus for the year of £1,286,375 (2020: £884,327 loss). The difference in the result for the year was largely due to the difference in actuarial performance, with a loss £1,102,607 being recorded in 2021/22 compared to the loss of £1,344,000 in the prior year. As a result of this, the year end Statement of Financial Position has moved from a surplus of £1,971,399 to a surplus of £3,257,744. The retendering of several contracts combined with aggressive cost control across the business resulted in an operating surplus of £183,349 (2021: £459,673).

The surplus prior to accounting for the actuarial/gain was £183,768 (2021: £459,673). Impacted by the increase in pension scheme liability the reserves increased to £3,257,355 (2021 £1,971,399).

Reserves

The Trustees regularly review the reserves of the charity, considering the nature of the income and expenditure streams, the need to match variable levels of income with fixed and planned commitments and the make-up of the reserves. Whilst the Trustees and management do not wish to hold reserves unnecessarily, in view of the current high risk of the public sector funding cuts and greater competition for available funding, we believe that a prudent policy is preserving our unrestricted reserves to a level which provides for a minimum of six months of operating costs (including designated funds). Free reserves at the year end were £3,021,596 (2021: £3,078,709), which is lower than six months operating costs per the statement of financial activities of £5,400,000 (2021: £5,000,000). Plans are in place to further build the level of free reserves in future years. The level of reserves held is such that it would allow sufficient time for the Board to find alternative sources of funding for the activities affected, or to wind up those activities making all necessary redundancy and termination payments.

Unrestricted reserves for the Company stood at £3,257,775 at the end of March 2022 (2021: £1,971,399). This is after accounting for the pension scheme liability of £1,045,733 (2021: £2,338,491). Details of the pension arrangements are outlined in note 15. There are no designated funds.

Investment policies

The Board of Trustees regularly considers the most appropriate policy for investing the limited funds available within its reserves, informed by regular cash flow forecasts. The company currently does not hold any investments other than cash deposits.

Accounting policies

The Company's principal accounting policies are set out on pages 29 to 31 of the financial statements.

Pensions

Executive Officers do not have any different pension arrangements to other employees.

The Company participates in the Social Housing Pension Scheme ("SHPS"). During the accounting period 2021 - 2022, the Company paid contributions at the rate of 4% for those employees in the Defined Contribution Scheme section. Since April 2013, the Defined Benefit section scheme has been closed to future accrual and all employees within the pension scheme contribute to the Defined Contribution Scheme section.

Provision has been made for future deficit payments to the SHPS using assumptions set out by The Pensions Trust as laid out in note 14.

Donations and Sponsorship

The Company has made no financial donations or sponsorship in the year.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Payment of creditors

In line with government guidance, it is the Company's policy to pay purchase invoices within 30 days of receipt, or earlier if agreed with the supplier.

Financial instruments

The Company's approach to risk management is set out on page 15 and 16 of this report.

Fixed assets

There have been fixed asset additions amounting to £144,337 (2021: £9,332) during the year.

Financial risk management

The Company's operations may expose it to a variety of financial risks, including the effects of changes in interest rates on debt, credit risk and liquidity risk.

The Company does not have material exposures in any of the areas identified above and, consequently, does not use derivative instruments to manage these exposures.

The Company's principal financial instruments comprise sterling cash and bank deposits and obligations under property leases together with trade debtors and trade creditors that arise directly from its operations.

The main risks arising from the Company's financial instruments can be analysed as follows:

Price Risk

Most of the Company's income is contracted and this creates price risk visibility mitigated by the fixed price nature of the contract. There is no exposure to any derivatives.

Credit Risk

The Company's principal financial assets are bank balances, cash and trade debtors, which represent the Company's maximum exposure to credit risk in relation to financial assets.

The Company's credit risk is primarily attributable to its tenant debtors. Credit risk is managed by monitoring the aggregate amounts and duration of exposure to any other tenant depending upon their credit history. The amounts presented in the balance sheet are net of allowances for doubtful debts, estimated by the Company's management based on prior experience.

The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies. The Company has no significant concentration of credit risk, with exposure spread over a large number of tenants.

Liquidity Risk

The Company holds most of its reserve in the form of bank and sterling money market deposits. It is therefore, not exposed to significant liquidity risk.

Interest bearing assets comprise cash and bank deposits, all of which earn interest at variable rates. There are no liabilities for loans or overdrafts.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Business Risk Register

The Company has a Business Risk Register identifying major risks and steps taken to mitigate the impact of likelihood of the risk occurring looking at operational, financial, governance and external risks. Risks are reviewed quarterly at board meetings. In relation to the key strands of our strategic plan, the key risks are:

- Loss of income through loss of contracts or funding cuts
- Unfavourable CQC inspection report
- Inability to recruit suitably qualified or high calibre employees
- General Data Protection Regulation
- Impact of legal challenges
- Impact of changes in accounting treatment of pension scheme
- Impact of Covid-19
- Impact of forthcoming changes to CCG/NHS structures

Governance

Trustees and Executive Officers

The current Trustees and Executive Officers are set out on page 1. Community Links' Board of Trustees (at 31 March 2022) comprises nine Trustees (three independent to Community Links; six who represent the Inspire North group) with a range of relevant skills and experience. Individually and collectively, they exercise independent and objective judgement.

There are three sub-committees with each Trustee serving on one of the three sub-committees:

- 1) Resources & Risk Assurance (chaired by the Treasurer);
- 2) Operations and Development (chaired by the Clinical Governance Lead); and
- 3) People and Culture (chaired by the Employee Wellbeing Champion).
- 4) Nominations (newly formed Committee for 22/23)

To support the work of the Senior Leadership Team and adopt best practice, new champion roles have been introduced within the Board:

Champion Area	Trustee Lead
Compliance	David Strachan (IN)
Co-production & Volunteers	Alina Kaur (IN)
Diversity & Inclusion	Cornelle Parker (CL)
Employee Wellbeing	Jaqueline Hallam (CL)
Freedom to Speak Up	Philip Turnpenny (IN)
Governance	<i>Vacant</i>
Housing	Dave Roche (Fn)
Safeguarding	Richard Parry (IN) (until 23/09/2021) <i>Currently vacant</i>
Value for Money	Lisa Bradley (CL)

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Trustees and Executive Officers (continued)

The Group Board of Trustees has overall responsibility for the governance and strategic direction of the Company and Community Links' constitution empowers the Group Board to take such steps as are necessary to achieve the Company's objectives and make appropriate arrangements for the sound management of its business. When necessary, the Group Board considers the need to take independent professional advice and Trustees receive all internal audit reports undertaken through the year.

Day to day management responsibilities are delegated by the Group Board to the Senior Leadership Team under the direction of the Chief Executive. The Chief Executive is appraised annually by the Chair of the Board including 360-degree feedback from all direct reports, Trustees and external stakeholders. Working closely with the Board, the Senior Leadership Team continues to provide leadership and professional support across the group.

We held two Group Board Away Days this year on 29th April 2021 and 14th Feb 2022. This was a great opportunity to come together with new Trustees, away from Board meetings and spend time reflecting on how we move forward as a group. A main focus of the day was our anti-racism agenda, we held a facilitated training session for our Trustees on anti-racism which was well received and provided a constructive, safe space to explore issues being faced by our BAME clients, Trustees and employees as well as the wider-community. Trustees discussed the implementation of Client Voice as well as developing their Annual Plan. In February we developed our risk appetite statement and reviewed and updated the Code of Conduct.

We held a virtual Trustee Meet and Greet session on 31st March 2021 where employees and Trustees had space to directly discuss their experience within services and have open conversations about the strategic direction of the group as well as any ideas for improvements.

Trustee appraisals are being carried out on a 12-month rolling rota basis. Unfortunately, many of these have been delayed due to Covid-19 and the impact of this on their time and other commitments.

The Company has made qualifying third party indemnity provisions for the benefit of its Trustees during the year. These provisions remain in force at the reporting date.

Recruitment, Appointment and Training of Trustees

New Trustees are recruited through open advert and interviewed to ensure that collectively the Management Committee maintains a broad range of varied backgrounds, skills and experience. We endeavour to ensure the needs of our beneficiaries are reflected by the diversity of the Management Committee in terms of the skills and interests represented. Following an open recruitment process in early 2021, Alina Kaur was appointed as a new independent Trustee for Inspire North. Additionally, Cornelle Parker moved from Inspire North to become a Trustee of Community Links (Northern) Ltd from 1st April 2021.

Under Article 3.5 of the Articles of Association, Trustees are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting. Trustees may serve for a maximum of three consecutive terms.

Whilst the Board may include Trustees who are ex-clients, the developing co-production strategy sees two separate roles developing, one of Trustee with lived experience who is recruited to the Group Board specifically because they have lived experience and one of a "client/tenant voice". The latter role is specifically to give voice to current clients/tenants at Group Board level without taking up a Trustee position. All Trustees receive the same induction but those with lived by experience would also have access to mentoring support from other Trustees, the Chief Executive and/or Group Director of Operations as required. Inspire North is actively looking to involve clients at Board level.

No Trustees had any other beneficial interest in any contract with the Company during the year. A declaration of interest register is kept, and all Trustees are expected to notify the Executive Assistant of any changes as they occur.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Recruitment, Appointment and Training of Trustees (continued)

Conflict of interests are identified at the start of each Group Board or Sub-committee meeting in relation to specific agenda items.

Clients/tenants invited to attend Group Board meetings or take up other associated duties on behalf of the Company receive a nominal allowance in line with the Memorandum and Articles. Travel and other expenses incurred in the discharge of Trustee duties are reimbursed to all Trustees. No Trustee received any remuneration for services as a member of the Group Board in 2021 to 2022.

Governance

The Board uses the Charity Code of Governance and have overseen updates since the code was updated in 2020 to ensure the group's activities align with the code.

In line with good governance, we engaged an external consultant to carry out an external review of our processes, having been 3 years since this was last undertaken. They reviewed our policies and procedures, attended sub committee and Board meetings and met with employees, Senior Leaders and Trustees to get a full overview of the current governance structure. They produced a full report which has led to several changes including the creation of a Nominations Committee who will meet as required (minimum of 2 a year) to undertake a full skills audit of Trustees, review recruitment of Trustees, succession planning for board and ensuring a diverse and inclusive board. We also expanded the remit of our Resources sub-committee and expanded its remit on 2nd March 2022 to Resources and Risk Assurance to ensure full oversight of risks affecting the group.

Executive Remuneration

Where applicable, the Executive Team have received pay rises in line with NJC pay agreements alongside all relevant employees within Inspire North. Terms and conditions of employment remained unchanged.

A full pay evaluation took place on Senior Leaders pay in December 2018. We used independent external consultants to conduct the Job Evaluations. Job Evaluation is a means of establishing the relative worth of a job within an organisation and having a rational basis for pay structures. It considers what is being done, not how well and measures jobs not people so takes away bias. It includes factor such as knowledge, responsibility for people/budgets, initiative etc. Job Evaluation ensure salaries are fair and equitable and people are paid equally for equal jobs as achieving equal pay is important to us as an organisation.

Internal controls assurance

The Company acknowledges its overall responsibility for establishing and maintaining the whole system of internal controls and for reviewing its effectiveness. The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable, and not absolute, assurance against material misstatement or loss. The board have appointed internal auditors to conduct 4 audits a year on areas the Trustees agree require review. The 4 areas reviewed as part of 2021 – 2022 were Bids & Tenders, Anti-Fraud, Rent Setting and Risk Escalation.

In meeting its responsibilities, the Management Committee has adopted a risk-based approach to internal controls, which have been developed and embedded throughout the year through the normal management and governance process.

The Management Committee cannot delegate ultimate responsibility for the system of internal control, but it has delegated authority to the Resources Committee to regularly review the effectiveness of the system of internal control. The Management Committee receives the minutes of all Resources Committee meetings.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Internal controls assurance (continued)

Inspire North continues to invest in improved technology and additional security measures such as Cyber Essentials Plus, and maintaining our ISO27001 accreditation for information security.

The following key procedures are adopted which are designed to achieve effective internal financial control:

Monitoring and corrective action

Risks are monitored regularly by the senior leadership team and significant variances reported to Board committees on a quarterly basis. Should any change in risk levels occur, the reasons for the change are established and the necessary action plans are developed and taken to the Board. In addition to a corporate Group risk register, each company in the group has an individual risk register in place to track risks which are specific to that company.

Environment and control procedures

Community Links believes that environmental protection should form an integral part of standard operating procedures. The Company is concerned not only with its direct impact on the environment, but also any indirect effects caused by the Company's activities affecting its neighbours and the local community.

Inspire North is continuing to maintain ISO 14001 for our Head office and is developing a full environmental strategy to meet this standard across the whole of our services.

Community Links' current environmental action plan articulates the Company's commitment to sound environmental management.

This action plan will be implemented through the following activity:

- Encouragement of environmental responsibility amongst our stakeholders, including clients/tenants, contractors, suppliers, and colleagues.
- Conducting our Operations in a way that minimises our consumption of natural resources and manages waste through responsible disposal and the reuse and recycling of materials, where economically feasible.
- Development of a group-wide environmental strategy that incorporates our road to Net Zero and aim of meeting PAS 2060, a specification for reaching carbon neutrality.

Information and financial reporting systems

Monthly accounts are prepared by the Inspire North Finance Team and distributed to Executive Officers, Senior Managers and Service Managers, who report monthly on significant variances. Accounts are submitted to the Resources Subcommittee for review each quarter and then on to the main Management Committee, also quarterly.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Employees

Disabled Persons

We have a robust recruitment and selection processes to ensure the recruitment of high calibre employees, conducted in compliance with the Equality Act 2010. Our accreditations across the Group show our commitment to attract, develop and retain a diverse workforce, including Stonewall Diversity Champion, Mindful Employer, Disability Confident Leader, Investors in People, Sunday Times Top 100 Best Companies and Living Wage Employer. Our values-based recruitment and selection procedure (reviewed by an external consultant, which received positive feedback) includes:

- a diverse panel;
- a blind recruitment process, whereby personal demographic information is withheld from the panel so that all candidates are selected for interview based solely on their skills/qualifications/experience;
- a diversity commitment statement on our recruitment page;
- the essential criteria "demonstrate understanding and commitment to equal opportunities and diversity" on all person specifications. Candidates are also asked to demonstrate this at interview;
- launching a new recruitment videos that have ensured a diverse representation of employees including people with disabilities;
- making sure that all our services are required to give due consideration to diversity in recruitment as part of Diversity Impact Assessments.

We are a Disability Confident Leader which is the highest level of accreditation.

All job opportunities for Community Links are widely circulated so that they are accessible to everyone.

All recruitment campaigns operate on the principle of anonymity which ensures that individuals are not identified or disadvantaged based on any of the protected characteristics.

The Disability Confident Leader symbol is displayed on our website and clearly visible on all application packs. An equal opportunities statement is included on all recruitment adverts.

We operate a panel interview process, using a diverse range of people, not only to cover the whole equality angle in general but to have people on that panel who have experience of disability/mental health problems. Every interview panel must also have on a current client. They assist in assessing a candidate's general attitude towards our clients and disability/mental health.

All the recruitment panel must have completed Recruitment and Selection training. The Equality Act 2010 is covered in this training session, along with how this practically relates to the construction of job descriptions, person specifications and adverts. It also covers the application process, interview to the appointment stage.

Community Links application form states: -

"We recognise and actively promotes the benefits of a diverse workforce and is committed to treating all employees with dignity and respect regardless of age, race, gender, disability, sexual orientation, religion/belief, or mental health. We therefore welcome applications from all sections of the community. This section of the application will be detached and used for monitoring purposes. We ask you answer the questions below by ticking the appropriate boxes. If you do not wish to complete any part of the monitoring information, you do not have to do so."

As an organisation we do not conduct health checks as part of the recruitment process.

Community Links has a robust supervision policy and process in place, which outlines that sessions are run constructively and in a spirit of mutual respect to ensure that all employees are meeting with their line manager on a regular basis.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT

FOR THE YEAR ENDED 31 MARCH 2022

Disabled Persons (continued)

Within this policy there is guidance on how to best format the meeting and key agenda topic. One topic is 'you'- how are you doing as an employee, very much addressing the 'how are you feeling' and recognising that this is key in delivering the work they are employed to do. This enables disabled employees to discuss any support they may need.

We are committed to providing a work environment of support. We promote colleague health and well-being and actively retain people who have suffered ill health or disability during the course of their employment. We seek to positively address how continued employment may be maintained. We aim to put the responsibility and decision making for adjustments as close as possible to the individual and the work they do, but with support from specialists this has created a situation where managers and colleagues are able to make appropriate decisions on adjustments.

Managers support employees in achieving a satisfactory level of attendance by helping them to remain at work when they experience ill-health or return to work as soon as possible following a period of sickness absence.

We actively support the development and progression of all individuals throughout the organisation including those with a disability.

The process encourages individuals and line managers to discuss potential impacts of a disability during the course of regular performance discussions, focusing on what can be done to support those with a disability and/or long-term health condition, enabling them to overcome any barriers and reach their career goals.

Employee development and progression is on merit and there are no barriers to development and progression. This can be evidenced within the leadership team with at least 20% identifying themselves as disabled.

Employee involvement

The Chief Executive emails a weekly brief of news called "Keeping Connected" to all employees to keep everyone up to date on all developments within the organisation and invites anyone with questions, queries or comments to please get in touch with her.

All the Senior Leadership Team (SLT) regularly attend team meetings to maintain connections with services providing up to date information and an opportunity for employees to ask questions or raise any concerns.

Each service has a Team Voice Representative who meet quarterly with the Chief Executive and Director of People and Culture this is an open forum where ideas, suggestions and concerns can be discussed.

Performance Development Reviews (PDRs) take place annually within a 3-month window at the start of each new Business year to ensure all employees objectives are aligned to the years development and strategic plan.

Employees can and are encouraged to attend SLT weekly meeting.

SLT attend all inductions to welcome new starters to the organisation.

Every member of SLT mentors at least one employee to support them with their career progression.

We have a group wide SLT "Adopt-a-Service" scheme. This is a way of connecting employees at all levels of the organisation and a great way to ensure SLT stay connected with frontline colleagues to share information and ideas. The SLT member assigned endeavours to attend at least 1 team meeting each year of the services they have adopted in addition to offering support and encouragement.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

Related parties

No Trustee had any beneficial interest in any contract with the Company in 2021 to 2022 i.e. there were no related party transactions. Tenants are also on normal commercial terms. The Company's trading subsidiary, Bridging the Gap PD Services Limited, was incorporated on 24 January 2013.

In the year ended March 2022 the subsidiary, Bridging the Gap PD Services Limited, made a small profit of £3,470 (2021: £Nil), with turnover of £268,583 (2021: £270,569) for the year. Retained Earnings for the year are £36,819 (2021: £33,766).

Statement of Trustees' responsibilities

The Trustees 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).

The law applicable to charities in England and Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that year. 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 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 charity will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable it to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. It is also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Annual general meeting

The annual general meeting will be held on 22 September 2022.

Statement as to disclosure of information to the auditor

The Management Committee, who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant information of which the auditor is not aware. The Management Committee have confirmed that they have taken all the steps they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

COMMUNITY LINKS (NORTHERN) LIMITED

REPORT OF THE MANAGEMENT COMMITTEE INCLUDING STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2022

External auditor

The auditor, RSM UK Audit LLP has indicated their willingness to continue in office.

This report including Strategic report was approved by the Board on and signed on its behalf by:



Chair: Claire Vilarrubi

Date: 22 September 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY LINKS (NORTHERN) LIMITED

Opinion

We have audited the financial statements of Community Links (Northern) Limited (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities (incorporating the Income and Expenditure Account), the Balance Sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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 other information comprises the information included in the Report of the Management Committee other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report of the Management Committee. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY LINKS (NORTHERN) LIMITED

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 Management Committee Report, which includes the Directors' Report and the Strategic 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 and the Strategic Report included within the Management Committee 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 Directors' Report or the Strategic Report included within the Management Committee Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 22, 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMMUNITY LINKS (NORTHERN) LIMITED

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the charitable company operates in and how the charitable company is complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures, inspecting correspondence with tax authorities and evaluating advice received from external tax advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are Care Quality Commission Standards. We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The audit engagement team identified the risk of management override of controls and income recognition (completeness, existence and cut-off) as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and undertaking substantive tests of detail to ensure that revenue was appropriately recognised in the year.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://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.

RSM UK AUDIT LLP

LUCY ROBSON (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Central Square, Fifth Floor
29 Wellington Street
Leeds
LS1 4DL
Date 27/09/22

COMMUNITY LINKS (NORTHERN) LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021
		£	£	£	£
<u>Income from:</u>					
Charitable activities		10,533,878	-	10,533,878	9,940,596
Other trading activities		524,483	-	524,483	509,780
Investments		642	-	642	2,742
Total income		11,059,003	-	11,059,003	10,453,118
<u>Expenditure on:</u>					
Charitable activities	3	10,875,235	-	10,875,235	9,993,445
Net income		183,768	-	183,768	459,673
<u>Other recognised gains / (losses):</u>					
Actuarial gains/(losses) on Defined Benefit Pension Scheme		1,102,607	-	1,102,607	(1,344,000)
Net movement in funds		1,286,375	-	1,286,375	(884,327)
<u>Reconciliation of funds:</u>					
Total funds brought forward		1,971,399	-	1,971,399	2,855,726
Total funds carried forward		3,257,774		3,257,774	1,971,399

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

COMMUNITY LINKS (NORTHERN) LIMITED

Company Registration No. 01657652

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	2021 £
Fixed assets			
Tangible assets	8	1,276,585	1,231,093
Intangible assets	9	5,325	86
Investment	10	2	2
		<u>1,281,912</u>	<u>1,231,181</u>
Current assets			
Debtors	11	3,150,586	1,337,741
Cash at bank and in hand		4,261,392	3,693,464
		<u>7,411,978</u>	<u>5,031,205</u>
Creditors: amounts falling due within one year	12	(4,390,382)	(1,952,496)
Net current assets		<u>3,021,596</u>	<u>3,078,709</u>
Total assets less current liabilities		<u>4,303,508</u>	<u>4,309,890</u>
Provisions for liabilities			
Defined benefit pension scheme liability	14	(1,045,733)	(2,338,491)
Total assets		<u>3,257,775</u>	<u>1,971,399</u>
The funds of the charity:			
Restricted income funds		-	-
Unrestricted income funds		<u>3,257,775</u>	<u>1,971,399</u>
Total charity funds		<u>3,257,775</u>	<u>1,971,399</u>

The financial statements on pages 28 to 44 were approved by the board of Trustees and authorised for issue on ~~22 September~~ 2022 and are signed on its behalf by:


C. Vilarrubi
Chair

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Charity information

Community Links (Northern) Limited is a charitable company limited by guarantee (company number 01657652) and also a Charity registered in England and Wales (charity number 0514779). The registered office is 3 Limewood Way, Seacroft, Leeds, LS14 1AB.

Community Links offers support for a wide range of mental health disorders, including anxiety and depression, psychosis and personality disorders. The charitable company provides services in both community and residential settings, working across the Yorkshire region.

Accounting convention

The financial statements have been prepared in accordance with the charitable company's memorandum and articles of association, the Charities Act 2011 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charitable company is a Public Benefit Entity as defined by FRS 102.

The financial statements are presented in Pound sterling £, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

Reduced disclosure

The charity is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this company, which are intended to give a true and fair view of the assets, liabilities, financial position and profit or loss of the group. The charity has therefore taken advantage of exemptions from the following disclosure requirements:

- Section 7 'Statement of Cash Flows' – presentation of a statements of cash flow and related notes and disclosures;

The financial statements of the charity are consolidated in the financial statements of Inspire North, a charitable company limited by guarantee (company number 11568263) and also a charity registered in England and Wales (charity number 1180693). These consolidated financial statements are available from its registered office, 3 Limewood Way, Leeds, United Kingdom, LS14 1AB.

Basis of consolidation

The charity has taken advantage of the exemption in section 400 of the Companies Act 2006 from the requirement to prepare consolidated financial statements. Consequently, these financial statements present the financial position and financial performance of the company rather than consolidating the trading subsidiary.

Going concern

The company has made a healthy surplus for the year and these statements have been prepared on a going concern basis. The Trustees have prepared detailed annual forecasts and the company is included in the Group 5-year strategic plan. The Trustees believe that the Charity will be able to meet its liabilities as they fall due for a period of at least 12 months from the date of approval of these financial statements. The Trustees historically prepared a 5 Year Financial Plan to March 2025. The impact of Covid-19 is still a concern, along with the war in Europe, and the economic effects that this presents. However, we maintain good relations with our existing commissioners and have enough flexibility to absorb pressures that arise. We are continuing to be successful in retaining existing contracts and winning new contracts. Based on the information currently available in respect of the future, the Trustees consider that the Charity has the plans and resources to manage its business risks successfully.

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

1 Accounting policies (Continued)

Charitable funds

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

Restricted reserve funds are funds which are to be used in accordance with specific restrictions imposed by the donors. The costs associated with the utilisation of management of those funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Income

The Charity carries out work for government bodies and income under these contracts is recognised once performance conditions attached to income have been met. Incoming resources on government contracts are included in the statement of financial activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy.

Rental income

Rental income is recognised on a receivable basis. Payment received from guests in advance of their stay is recorded as deferred income.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Management, administration and governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements. The Charity only has the one activity and as such all management and administration costs are included within this charitable activity expenditure category.

Fixed assets and depreciation

Depreciation is provided on a straight-line basis in order to write tangible fixed assets down to their estimated residual values over their expected useful lives. Where there is evidence of impairment, fixed assets are written down to their recoverable amount. Any such write down would be charged to direct charitable expenditure: provision of accommodation. The principal annual rates used are:

Freehold buildings (excluding land)	over 50 years
Improvements to leasehold property	over 5-12 years or the lease term
Fixtures, fittings and equipment	over 5 years
Motor vehicles	over 5 years
Intangible Assets	over 3-5 years

A full year's depreciation is charged in the year of acquisition. No depreciation in the year of disposal.

The de-minimis level for capital expenditure is £2,000.

Operating leases

Rentals payable under property leases are charged to the statement of financial activities on a straight-line basis over the period of the lease.

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

1 Accounting policies (Continued)

Pensions

The Charity began to participate in the Social Housing Pension Scheme (SHPS) from 1 January 1999. For the SHPS, it was previously not possible to identify the share of underlying assets and liabilities belonging to individual participating employers.

The Charity continues to operate a money purchase pension Scheme for employees who were in the existing Scheme as at 1 January 1999 and did not wish to enter the SHPS. The assets of the Scheme are invested and managed independently of the finances of the Company. The pension cost charged to the statement of financial activities represents contributions payable in the year.

The Charity also operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the company. The annual contributions payable are charged to the profit and loss account.

Taxation

As a charity the Company is exempt from tax on income and gains falling within Chapter 3 Part II Corporation Tax Act 2010 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

The company's trading subsidiary is liable to corporation tax on its taxable profits.

2 Judgements and key sources of estimation uncertainty

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. The following key judgements and estimates were made in preparing the financial statements:

Critical judgements

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. Details of depreciation rates can be found in note 1 and the depreciation charge in note 8.

Pension liability discount rate

The rate of discount detailed in Note 15 is that provided by TPT Retirement Solutions who administer the SHPS Pension Scheme which is based on the market yields on AA corporate bonds at the reporting date.

Defined benefit pension scheme

The present value of the Social Housing Pension Scheme (SHPS) defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 14, will impact the carrying amount of the pension liability. During the period, the SHPS is now able to be accounted for as a defined benefit scheme and the accounting has been changed from defined contribution scheme in the previous period.

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

3 Analysis of income and expenditure on charitable activities

Income

	2022 £	2021 £
Provision of contracts	10,533,878	9,940,596

The charity obtains funding from a variety of sources which is all used for the purpose of the core charitable activity

	2022 £	2021 £
Salaries and related costs	7,922,423	7,388,767
Consultant (External Services)	38,531	93,380
Rent and rates	320,333	286,175
Property repairs and maintenance	157,614	124,920
Voids and rent losses	31,923	24,150
Furnishing and decorating	125,354	96,481
Heating and lighting	67,281	50,171
Other property	27,769	13,784
Residents food and laundry	69,486	66,591
Client activities	79,835	42,592
Depreciation	93,606	68,298
Publicity	26,493	19,124
Telephone, printing	85,192	76,479
Legal and professional	34,519	17,731
General office expenses	155,795	201,478
Subscriptions and donations	10,165	7,830
Bank charges	2,737	2,462
Employee counselling	20,830	15,259
Governance costs	17,000	17,013
Central recharges from Inspire North	1,588,349	1,380,760
	10,875,235	9,993,445

The above expenditure includes both direct and support costs as a result of the Charity having only one activity.

4 Net movement in funds

Net movement in funds is stated after charging:

	2022 £	2021 £
Auditor's remuneration: financial statements audit	17,000	15,250
Depreciation and amortisation	93,606	68,298
Operating lease rentals:		
- Land and buildings	291,448	259,818

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

5 Trustees

During the year, the Trustees received remuneration totalling £nil (2021 - £nil). Reimbursement of expenses of £nil were paid to Trustees in the year (2021: £Nil).

6 Employees

Number of employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Charitable work and provision of supported accommodation	252	248

The average monthly number of people employed during the year expressed as full-time equivalents was:

	2022 Number	2021 Number
Charitable work and provision of supported accommodation	226	223

	2022 £	2021 £
Employment costs		
Salaries	6,601,384	6,281,428
Social Security Costs	605,329	561,536
Other pension costs	256,173	243,206
	<u>7,462,886</u>	<u>7,086,170</u>

No employee earned in the range of £60,000 to £70,000 (2021: one).

Executive Officers' and senior staff emoluments are borne by the parent undertaking, Inspire North, as the employer of these individuals. Disclosure of their key management personnel is included within the parent entity financial statements.

7 Taxation

The charity is exempt from tax on income and gains falling within section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

8 Tangible fixed assets

	Freehold land and buildings £	Housing Properties £	Office Equipment and IT Tangibles £	Fixtures and fittings £	Total £
Cost					
At 1 April 2021	1,278,660	280,539	107,472	272,950	1,939,621
Additions	-	-	9,028	127,361	136,389
At 31 March 2022	1,278,660	280,539	116,500	400,311	2,076,010
Depreciation					
At 1 April 2021	284,499	119,294	105,359	199,376	708,528
Charged in the year	25,573	4,098	3,908	57,318	90,897
At 31 March 2022	310,072	123,392	109,267	256,694	799,425
Net book value					
At 31 March 2022	968,588	157,147	7,233	143,617	1,276,585
At 31 March 2021	994,161	161,245	2,113	73,574	1,231,093

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

9	Intangible fixed assets	IT Software
		£
	Cost	
	At 1 April 2021	160,821
	Additions	7,948
		<hr/>
	At 31 March 2022	168,769
		<hr/>
	Depreciation	
	At 1 April 2021	160,735
	Charge for the year	2,709
		<hr/>
	At 31 March 2022	163,444
		<hr/>
	Net book value	
	At 31 March 2022	5,325
		<hr/>
	At 31 March 2021	86
		<hr/>

10 Investments

	2022 £	2021 £
Investment in subsidiary:		
Ordinary Shares at cost	2	2
	<hr/>	<hr/>

The company invested in the share capital of Bridging the Gap PD Services Limited in 2013, at a cost of £1 and a further £1 in 2015 to purchase the remaining share from The Retreat York Limited so now hold 100% of the ordinary share capital. The registered office is 3 Limewood Way, Seacroft, Leeds LS14 1AB.

The company provides specialist services to men with personality disorders.

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

11 Debtors

	2022 £	2021 £
Rents receivable	44,436	26,604
Trade debtors	2,288,514	957,172
Amounts due from group undertakings	29,518	41,631
Prepayments and accrued income	785,532	276,871
Other Debtors	2,586	35,463
	<u>3,150,586</u>	<u>1,337,741</u>

12 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	139,544	269,175
Taxation and social security	185,031	138,106
Accruals	252,634	214,944
Deferred Income (Note 13)	3,357,422	1,197,656
Amounts due to Group undertakings	256,372	729
Other creditors	199,379	131,886
	<u>4,390,382</u>	<u>1,952,496</u>

13 Deferred income

Contractual income is deferred when income is invoiced or received in advance of delivery of the associated service. Movements in deferred unrestrictive income during the year are as follows:

	2022 £	2021 £
Brought forward (Note 12)	(1,197,656)	(867,800)
Released during the year	4,189,212	3,773,844
Deferred during the year	(6,348,978)	(4,103,700)
	<u>(3,357,422)</u>	<u>(1,197,656)</u>

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

14 Pension

Social Housing Pension Scheme (SHPS)

The company participates in the Social Housing Pension Scheme (the Scheme), a multiemployer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2020. This valuation revealed a deficit of £1,560m. A Recovery Plan has been put in place with the aim of removing this deficit by 30 September 2026.

The Scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme was carried out with an effective date of 30 September 2019. The liability figures from this valuation were rolled forward for accounting year-ends from 31 March 2020 to 29 February 2021 inclusive. The liabilities are compared, at the relevant accounting date, with the company's fair share of the Scheme's total assets to calculate the company's net deficit or surplus.

Similarly, an actuarial valuation of the scheme was carried out as at 30 September 2021 to inform the liabilities for accounting year ends from 31 March 2022 to 28 February 2023 inclusive.

	31 March 2022 £ '000	31 March 2021 £'000	31 March 2020 £ '000
Present value of provision	1,046	2,339	1,203
Reconciliation of opening and closing provisions			
	2022 £ '000	2021 £ '000	2020 £ '000
Provision at start of period	2,339	1,203	2,631
Unwinding of the discount factor (interest expense)	49	26	59
Administration	9	9	9
Deficit contribution paid	(248)	(243)	(239)
Remeasurements – impact of any change in assumptions	(1,103)	1,344	(1,257)
Provision at the end of period	1,046	2,339	1,203

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

14 Pension (continued)

Income and expenditure impact

	2022 £'000	2021 £'000	2020 £'000
Interest expense	49	26	59
Expenses	9	9	9
	<hr/>	<hr/>	<hr/>
Costs recognised in income and expenditure account	58	35	68
	<hr/>	<hr/>	<hr/>

Assumptions	2022 % pa	2021 % pa	2020 % pa
Rate of discount	2.78	2.21	2.35
	<hr/>	<hr/>	<hr/>

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

The liabilities set out in this note have been calculated by an independent actuary based on the most recent full actuarial valuation. The results of the calculations and the assumptions that have been adopted are shown below.

Key assumptions

	2022 %
Discount rate	2.78
Inflation (RPI)	3.47
Inflation (CPI)	3.14
Salary growth	4.14
	<hr/>

Mortality assumptions

Assumed life expectations on retirement at age 65:

	2022 Years
Retiring today	
Male	21.1
Female	23.7
	<hr/>
Retiring in 20 years	
Male	22.4
Female	25.2
	<hr/>

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

14 Pension (continued)

Amounts recognised in the income statement:

	2022 £'000
Expenses	9
Net interest on defined benefit liability	49
	<u>58</u>

Amounts taken to other comprehensive income

	2022 £'000
Experience gain on plan assets	285
Experience gain on plan liabilities	(201)
Effect of changes in demographic assumptions	146
Effect of changes in the financial assumptions	873
	<u>1,103</u>

The amounts included in the statement of financial position arising from the group's obligations in respect of defined benefit plans are as follows:

	2022 £'000
Present value of defined benefit obligation	(9,796)
Fair value of plan assets	8,750
	<u>(1,046)</u>
Deficit in scheme	

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

14 Pension (continued)

Movements in the present value of defined benefit obligations:

	2022 £'000
Liabilities at 1 April 2021	10,480
Expenses	9
Interest cost	230
Actuarial gain due to scheme experience	201
Actuarial losses due to changes in demographic assumptions	(146)
Actuarial losses due to changes in financial assumptions	(873)
Benefits paid	(105)
At 31 March 2022	9,796

Movements in the fair value of plan assets:

	2022 £'000
Fair value of assets at 1 April 2021	8,141
Interest income	181
Experience on plan assets	285
Contributions by the employer	248
Benefits paid	(105)
At 31 March 2022	8,750

The actual return on plan assets was £466,000.

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

14 Pension (continued)

The analysis of the scheme assets at the reporting date were as follows:

	2022 £'000
Global equity	1,679
Absolute return	351
Distressed opportunities	313
Credit relative value	291
Alternative risk premia	289
Emerging markets debt	255
Risk sharing	288
Insurance-linked securities	204
Property	236
Infrastructure	623
Private debt	224
Opportunistic illiquid Credit	294
High Yield	75
Opportunistic Credit	31
Cash	30
Corporate bond fund	584
Long lease property	225
Secured income	326
Liability driven investment	2,442
Currency hedging	(34)
Net current assets	24
	<hr/>
	8,750
	<hr/>

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

15 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 March 2022 are represented by:			
Fixed assets	1,281,912	-	1,281,912
Debtors	3,150,586	-	3,150,586
Cash	4,261,392	-	4,261,392
Creditors	(4,390,382)	-	(4,390,382)
Provisions	(1,045,733)	-	(1,045,733)
	<u>3,257,775</u>	<u>-</u>	<u>3,257,775</u>
	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 March 2021 are represented by:			
Fixed assets	1,231,181	-	1,231,181
Debtors	1,337,741	-	1,337,741
Cash	3,693,464	-	3,693,464
Creditors	(1,952,496)	-	(1,952,496)
Provisions	(2,338,491)	-	(2,338,491)
	<u>1,971,399</u>	<u>-</u>	<u>1,971,399</u>

16 Statement of financial activities – comparative note

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
For the year ended 31 March 2021			
Income			
Income from charitable activities	9,940,596	-	9,940,596
Rents receivable	509,780	-	509,780
Gift Aid income from subsidiary	-	-	-
Bank interest receivable	2,742	-	2,742
Expenditure			
Provision of support and accommodation	9,958,420	-	9,958,420
Finance Costs – SHPS	35,025	-	35,025
Pension Liability Remeasurement	1,344,000	-	1,344,000
	<u>(884,327)</u>	<u>-</u>	<u>(884,327)</u>
Net Expenditure			
	(884,327)	-	(884,327)
Total funds as at 1 April 2020	<u>2,855,726</u>	<u>-</u>	<u>2,855,726</u>
Total funds as at 1 April 2021	<u>1,971,399</u>	<u>-</u>	<u>1,971,399</u>

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

17 Commitments

Operating Leases

The Company has the following annual commitments under non-cancellable leases as follows:

	2022 £	2021 £
Within one year	96,981	76,383
Within two to five years	113,879	169,457
	<u>210,860</u>	<u>245,840</u>

18 Related party transactions

Remuneration of key management personnel

Key management personnel are defined as members of the Senior Management Team as noted on the company information page. These personnel are all employed by the parent company Inspire North.

The following transactions occurred between the Charity and other members of the Inspire North Group:

During the period, costs amounting to £1,555,748 (2020/21 £1,727,336) were recharged to Community Links from Inspire North and £1,420,271 (2020/21 £1,604,879) were charged to Inspire North from Community Links. At the year end there was an amount of £153,719 (2021: £26,080 owed to) owing from Community Links to Inspire North.

At the year end there was an amount of £102,653 (2021: £nil) owing from Community links to Foundation.

At the year end there was an amount of £29,518 (2021: £15,552) due from Bridging the Gap to Community Links.

19 Guarantee

The company is limited by guarantee to a maximum liability of £1 per member.

COMMUNITY LINKS (NORTHERN) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 MARCH 2022

20 Results of the subsidiary company

The wholly owned trading subsidiary Bridging The Gap PD Services Limited (company number 08372806) is incorporated in England and Wales and has a registered office of 3 Limewood Way, Seacroft, Leeds, LS14 1AB.

The summary financial performance of the subsidiary is:

	2022 £	2021 £
Income	268,583	270,569
Expenditure	(265,113)	(270,569)
Tax	-	-
	<hr/>	<hr/>
Profit for the period	3,470	-
	<hr/>	<hr/>

The net assets of Bridging the Gap PD Services Limited at 31 March 2022 were £36,819 (2021: Assets £33,768).

21 Parent Undertaking and Controlling Party

Inspire North, a company registered in England and Wales, is the immediate and ultimate parent company. This is the parent of the smallest and largest group for which consolidated accounts including Community Links (Northern) Limited are prepared. In the opinion of the directors, there is no single ultimate controlling party. The consolidated accounts of Inspire North can be obtained from the charity's registered office: 3 Limewood Way, Seacroft, Leeds, LS14 1AB.