

Registered number: 01240377  
Charity number: 504913

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**LINKAGE COMMUNITY TRUST**  
(A company limited by guarantee)

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**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE TRUST, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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<b>Trustees</b>	Mr K J Batty Mrs T U Boyes (appointed 6 September 2023, resigned 12 April 2024) Mrs E Campbell (appointed 1 August 2024) Mr A Cook (appointed 8 August 2024) Mr S J Hatchman Dr L M Lofts (appointed 9 November 2023, resigned 16 July 2024) Mrs T A Newton-Blows (appointed 7 November 2024) Mrs S M Simpson Mr M A Smith (resigned 30 December 2024) Mr E J Steabler (resigned 5 February 2024) Mrs S Wood Mrs Rachel Zobkiw (appointed 14 August 2024)
<b>Company Registered Number</b>	01240377
<b>Charity Registered Number</b>	504913
<b>Registered Office</b>	Toynton Hall Main Road Toynton All Saints Spilsby Lincolnshire PE23 5AE
<b>Independent Auditors</b>	Streets Audit LLP Chartered Accountants & Statutory Auditor Tower House Lucy Tower Street Lincoln LN1 1XW
<b>Bankers</b>	Lloyds Bank plc High Street Lincoln LN5 7AP
<b>Solicitors</b>	Bridge McFarland LLP 9 Cornmarket Louth Lincolnshire LN11 9PY
<b>Investment Advisers</b>	jch: investment management limited 1 Henley Way Doddington Road Lincoln LN6 3QR

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**CHAIR'S REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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The Chair presents their statement for the year.

The year 2023/24 saw Linkage Community Trust develop its new Corporate Strategy 'Nothing About You Without You 2023-28' alongside its ongoing commitment to providing individuals with learning disabilities, autism or both, quality education, care and support in enabling them to achieve further independence. The Trust remains focused on its vision that people with learning disabilities, autism or both have opportunities and choice and are supported to achieve their aspirations and its mission to provide person-centred services that enable individuals to develop the skills and behaviours to live independent lives.

In a challenging environment, Linkage remains in a sound financial position and achieved a successful financial result in the period, thanks to continued control of costs and efficiency gains.

The Trust's Residential Care provision serves 160 individuals. A further 107 individuals, supported through the Community Support Service, live in the community in either their own properties or through Linkage's own partnership with Platform Housing and Local Housing Associations.

In our Lifelong Learning Directorate, our College saw the number of places grow to 221, and our Linkage Choices day service continues to thrive. It offered a growing range of opportunities, with over 680 days' activities offered per week. We relocated our Linkage Choice day service in Lincoln to Weaver Road, offering further facilities and opportunities to the people we support. We also further developed our Linkage Choices provision in East Riding.

The Trust's five-year Digitalisation Plan, launched in 2019, continued at pace and during the year we introduced a digital care planning system called Nourish, a new finance system, a payroll system and continued to improve our reporting through our business intelligence platform via the use of Power Bi. We have continued to deliver efficiency through the deployment of our staff through the electronic time and attendance and rota system Planday, removing administrative burden from Managers and staff and helping us to deploy resources most effectively.

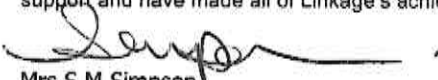
Following the successful bid to the National Lottery Heritage Fund for the £503k development stage of a new project for a sustainable and inclusive future for the Weelsby Hall Estate, we carried out emergency roof repairs. In addition, we successfully appointed a team to develop our plans further and achieved planning permission for the next stage of the project. A subsequent application was made to the National Lottery Heritage Fund for £3.5 million which was successfully awarded in September 2024. This together with over £1.5 million of match funding will enable us to develop the Hall into a training facility, sensory integration centre and repurpose the courtyard into care provision for those with more complex behaviours and needs.

A key focus of the year was on fundraising, with a number of significant awards being received including £165,000 for a new sensory outreach vehicle enabling us to take our services and reach out to those who need us most, £250,000 of match funding towards our Weelsby Hall Heritage Fund Project and £225,000 of funding from the LCC Innovation Fund, towards improved recruitment and retention across the trust.

Throughout the year we have also worked with the Blueberry Academy to look at how we could work together to expand the services Linkage offer across the Yorkshire region and am delighted to report that they joined our Group shortly after year end in October 2024.

Very sadly, our dedicated Chair, Mark Smith, unexpectedly passed away in December 2024. Mark was a highly valued Trustee and was appointed as Chair in May 2021. Like all our Trustees, he was extremely generous with his time on a voluntary basis. His enthusiastic support and passion for Linkage will be greatly missed.

Finally, I must pay tribute to the skills and dedication of staff, in especially trying times, who have cared for those we support and have made all of Linkage's achievements possible in the past year.



Mrs S M Simpson  
Chair

Date: 25 March 2025

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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The Trustees present their annual report together with the audited financial statements of the Trust for the year 1 September 2023 to 31 August 2024. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the Trust's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

**STRUCTURE**

The Trust is both a company limited by guarantee as defined by the Companies Act 2006 and a registered charity. Its governing document is the Articles of Association adopted on 1 May 2019.

**OBJECTIVES AND ACTIVITIES**

**Aims and Objectives**

The objects of the Trust are set out in the Articles of Association. More specifically, the Trust provides specialist further education, residential care and community support, adult skills and a range of employment services which, taken together, are intended to enable people with learning difficulties and other disabilities to realise their full potential and achieve independence. There has been no substantive change in the charitable objects during the period under review.

**Significant Activities**

During the year, the Trust operated:

- college campuses in Toynton, Grimsby, Lincoln and Beverley in the East Riding; and
- residential and day care services based in Toynton, Scremby, Skegness, Louth, Grimsby, Alford, Lincoln and Mablethorpe.

It also operated from more than 30 'satellites' (residential care homes, student residences, workshops, cafes etc) situated in East Lindsey, North East Lincolnshire and the City of Lincoln.

**Related Parties**

Linkage Trading Limited is a company limited by guarantee established to provide a vehicle for the conduct of commercial activities that support, promote or otherwise enhance the aims and objectives of the Trust.

Linkage Trading Limited is governed by its own board of directors, although by deed of covenant dated 30 March 2001, the whole of the annual surplus of Linkage Trading Limited, if any, is to be paid to the Trust. An option deed dated 30 March 2001 exists whereby at any time Linkage Community Trust has the right to acquire the assets and undertakings of Linkage Trading Limited.

**Strategic Focus**

Our strategy "Nothing about you without you" was launched in 2023 and outlines how we will achieve our vision that people with learning disabilities, autism or both have opportunities and choice and are supported to achieve their aspirations. It seeks to build on our achievements whilst also making the most of new opportunities and learnings. Throughout our 2023-28 strategy period we will continue to work across greater Lincolnshire and East Riding to achieve our vision by delivering person centred services that enable individuals to develop the skills and behaviours to live independent lives. Our main priorities throughout 2023-28 are:

**Impact** – Increase the impact that our services have on the people we support.

**Capacity** – Increase capacity to deliver high-quality services.

**Sustainability** – Ensure the long-term sustainability by securing the support we need to keep us strong, and taking steps to ensure our environments, activities and organisation are fit for the future.

**Growth** – Grow the charity to increase the number of people who access our services.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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The plan sets out the Trust vision:

'People with learning difficulties and disabilities have opportunities and choice and are supported to achieve their aspirations'.

The Trust's mission:

'To provide person centred services that enable individuals to develop skills and behaviours to live independent lives.'

The Trust will do this by developing a culture that embeds a "nothing about you without you" approach to shaping services and models of delivery with input from the people it supports.

We will continue to hold ourselves accountable for our progress in achieving our full priorities through internal monitoring and quarterly reporting to our Board of Trustees, as well as through the publication of an annual report.

#### **ACHIEVEMENTS AND PERFORMANCE**

The following pages highlight some of our major achievements and challenges during 2023/24. In developing our strategy and accompanying activity plans and in producing the annual report and accounts the trustees have given due consideration to the Charity Commissions for England and Wales published guidelines on the public benefit requirement under the Charities Act 2011 as well as the work carried out by Linkage is consistent with the charitable purposes as identified in the Charities Act 2011.

#### **Impact**

##### **What we said we would do**

We want to help people reach their own potential and be able to live the best lives possible. To do this we will:

- develop a culture that embeds a "nothing about you without you" approach across all our services.
- improve the consistency of our practices to ensure all teaching is effective, that learning outcomes are the best they can be and that active support enabling individuals to achieve their aspirations.
- improve the health and wellbeing of the people we support and our colleagues.
- become a learning organisation.
- increase the opportunities for accessing purposeful activities and employment.
- build effective partnerships.

##### **What we did this year**

In 2023/24 Linkage staff delivered over 400,000 hours of support to people living in our residential care, supported living and community services and successfully transitioned seven people we support from an alternative provider in July 2024.

We expanded our lifelong learning provision offering 221 places to young people in our education provision and provided over 680 days of support to people attending our day opportunities.

We developed our systems and processes utilising Power Bi to inform our quality and practice processes with real time information for learning outcomes. This enabled us to provide assurance of consistent compliance with regulatory requirements, to understand issues before they become problems and to proactively develop as an organisation through shared learning.

We introduced a new continuous improvement planning process across all services.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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We continued the role out of Nourish, our digital care solution, providing colleagues with up-to-date information in relation to individuals that are supported including changes of needs.

We completed a revised education data dashboard for Trustees incorporating the feedback received from Ofsted in June 2023.

We completed a review of our Planday rostering system usage in preparation for the implementation of an agile working system simplifying coding structures and retraining managers.

Our new clinical team established a clear referral pathway that allows for prompt support to services. We rolled out our positive behaviours support training and active support training across our services to deliver the best outcomes for individuals. We improved the outcomes for people who use our services, have increased workforce knowledge and resilience and improved responses to escalations of behaviours of concern reducing risk and placement breakdown.

We developed our people with lived experience to work alongside our quality team to inspect and undertake audits of our services. We have utilised feedback received from complaints and from parent carer forums to shape and lead activities in Linkage Choices.

We have continued to make effective partnerships with our core strategic partners Lincolnshire, North East Lincolnshire and East Riding and have been working closely with the North East Lincolnshire ICB to share opportunities and good practice.

We became Marks & Spencer's Grimsby's Charity Partner of the Year gaining their support to raise awareness of our Weelsby Hall Project and creating opportunities for people with learning disabilities, autism or both to raise valuable funds for the charity.

### **Capacity**

#### **What we said we would do**

We want to be recognised as a great place to work with opportunities for colleagues to learn and grow and develop to meet the changing needs of the people who use our services. To do this we will:

- recruit more people from a diverse range of communities and give them the best support so that they stay with us longer and we all work together effectively as one Linkage team.
- develop a highly skilled agile and flexible work force with a focus on lifelong learning.
- deploy our resources using a hub and spokes model to enable more efficient rota planning, aligned to efficient models for different types and complexities of services using leaner and improved systems and processes.
- utilise volunteers, dedication, passion, enthusiasm, experience and desire to make a difference to increase the scale and scope of what we do.

#### **What we did this year**

We recruited and developed over 163 members of staff. Our comprehensive induction and training process enabled 32% of applicable new staff to complete the Care Certificate and their level 2 qualification 4% working towards the award. We have successfully increased the diversity of our workforce and increased the number of male staff who provide front line support from 20.93% in 2022 to 22.58% in 2023.

We have further developed the current induction processes to not only ensure that new employees are able to settle and become effective team members within three months of joining but they have received competence based assessment prior to probation sign off.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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We have utilised digital compliance dashboards ensuring all staff attend a blend of e-learning and face to face training increasing attendance and creating trackable KPI's. 97% of all staff have achieved mandatory training, up from 72% in 2023/24

We have further developed our proposal for the development of Weelsby Hall to become a commercial training centre.

We further developed our starter leaver process to create financial controls around new posts developed.

We introduced a new payroll system Staffology to enable us the capacity and the flexibility to undertake a second scheme in the year.

We developed an agile working project consulting with staff regarding their pay periods, aligning these to rota patterns, increasing mobility and establishing clear links between commissioned hours and deployment to improve our financial viability.

We have established a risk and establishment process where we align commissioned support hours and staff availability across each area to enable us to target recruitment and retention activities where it is needed most.

Through grant funding of £222,000 from Lincolnshire County Council Home Care Innovation fund to support an increase in capacity staff retention and recruitment, reduction in the use of agency staff and a variety of workforce related initiatives, we executed a recruitment campaign aimed at attracting and retaining dedicated support workers in the Alford/Louth/Mablethorpe/Lincoln areas to deliver additional CSL services in the community. We also introduced a golden handshake programme, a recruitment campaign leveraging the use of our sensory bus and Linkage ambassadors, individuals we support. We have increased the percentage of commissioned hours delivered by over 5% in both Residential Care and in Community Supported Living services.

Our Friends of Weelsby Hall Group have grown and their work focusing on history and fundraising for our Weelsby Hall Project continued with great dedication, passion and enthusiasm. Our volunteers hosted the National Lottery Heritage Day and provided guided tours to the estate with over 400 people attending.

We have continued to utilise work experience opportunities from local universities, higher education institutes and schools including Bishop Grosseteste University, The University of Lincoln, and East Riding College and has successfully based on their positive experience recruited individuals upon graduation into the Linkage workforce.

**What we were not able to achieve**

Linkage were unable to deliver some of its planned activities for 2023/24 due to limited capacity. We had to prioritise projects throughout the year to ensure that we are best meeting the needs of the people who use our service.

The development of a workforce plan that addressed both future and current needs was planned for this year but was again delayed.

Our project to review our policies and refresh and align them was not fully completed in the year and this project rolled over to the next financial year.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Sustainability**

**What we said we would do**

We are working to ensure our long-term sustainability by securing the support we need to keep us strong and taking steps to ensure our environments, activities and organisation are fit for the future. We want to:

- be a financially strong charity, able to reinvest in our services and to create environments where people with learning disabilities, autism or both can flourish.
- diversify and strengthen our income streams by continuing to ensure the statutory entitlement for people and all our costs are covered through our fees.
- increase the efficiency of systems and processes, investing in digital systems solutions and processes to enable colleagues more active support through investment and technology systems and work flows to support the leaner processes.
- enhance our environments so they are energy efficient and fit for purpose.

**What we did this year**

We have continued to diversify and strengthen our income streams with new grant and trust funding streams established. Our key project of developing an inclusive and sustainable future for the transformation of the Weelsby Hall Estate has resulted in us gaining a number of new grant and trust funding streams including from the National Lottery Heritage Fund, The Pilgrim Trust, Historic House Foundation, Local Authority UKSPF funding.

We invested in strengthening our Fundraising Team and 2023/24 saw Linkage successfully achieve over £1 million of restricted funding aimed at key development projects including The Weelsby Hall Project, A Rapid Response Pilot Programme with Lincolnshire County Council and Outreach services and other key project areas.

We accessed new funding streams such as access to work funding and increased our financial sustainability by ensuring that all people who are statutory entitled to care receive appropriate funding from local authorities.

We have continued to enhance our environments and invested heavily in the Oliver Care Home in Lincoln which is due for opening in Spring 2025.

We have continued to invest in digital systems and solutions. We introduced electronic signing in at all campuses across Linkage. We updated our Planday online rostering system to enable us to rota staff in an agile way, increasing the confidence in the accuracy of data in systems.

We successfully achieved planning permission for the redevelopment of the Weelsby Hall Estate for turning the Oasis Estates Building into a Volunteer Hub and for the development of a new Small Animal Care Centre during 2025. At Mablethorpe we were successful in achieving planning permission for the re-modelling of the Bowling Green, Mablethorpe as a training centre.

**What we were not able to achieve**

Linkage was unable to deliver some of its planned activities for 2023/24 due to limited capacity. We had to prioritise projects throughout the year to ensure that we are best meeting the needs of the people who use our service.

We undertook a review of our key properties and had acquired an EPC rating for each of these properties. Unfortunately resourcing resulted in the action plan to address the energy efficiencies has not been actioned in the year.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Growth**

**What we said we would do**

We want to grow the charity and increase the number of people who access our services. Growth is important to us as a charity as it enables us to do more for more people. It builds up scale and when commercially viable it protects our long-term sustainability. We want to grow our services so that we can deliver more things for more people and be the 'go to' provider for young people and young adults, families and commissioners in our operating areas across Lincolnshire, East Riding, and our neighbouring counties. We will:

- build our reputation supporting people with learning disabilities and autism to lead more independent lives across all the communities in which we work.
- reach out to families and schools to take our services where and when people need them. expand opportunities and choice by providing more support to day opportunities, education and employment services in more locations so that more people can access them.
- expand long-term living opportunities, either directly or through partners we will provide accommodation to enable people to live their lives as they want.
- develop more services for young people.
- increase our offer to 16-17 year olds providing residential education and accommodation for those transitioning to adulthood and enabling those out of area to move back to their community.

**What we did this year**

We have continued to build our reputation being short listed for a number of Awards including the LINCA Registered Manager of the Year, the Charity Times Digital Transformation, Property Innovation and Supporting Leader of the Year.

As a provider of choice for the local authority we have been working together on joint projects that will see additional provision being made available.

We received £167,000 of Community Lottery funding for our new Sensory Bus.

We have continued to grow our services with additional day opportunities being made available at Lincoln through our new Linkage Choice facilities in Weaver Road and throughout East Riding activities and we have seen an increase in the number of college day students with increasing levels of complexity.

We have expanded the number of long-term living opportunities with work commencing on the Oliver House residential service which is planned to open in early 2025 to increase our capacity in the Lincoln area and we have developed plans and achieved planning permission for the redevelopment of Abbey House for high levels of acuity in Grimsby.

We recognise that we are heavily Lincolnshire and North East Lincolnshire based and throughout 2023/24 began to work alongside Blueberry Academy to form a strategic partnership with Blueberry Academy joining Linkage in Autumn 2024.

**What we were not able to achieve**

Linkage was unable to deliver some of its planned activities for 2023/24 due to limited capacity. We had to prioritise projects throughout the year to ensure that we are best meeting the needs of the people who use our service.

Our Linkage Choices relocation from Checkpoint Court to Weaver Road, was delayed until February 2024 and we were therefore unable to achieve the level of growth we expected.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**GOVERNANCE AND MANAGEMENT**

**Trustees and Directors / The Board**

The Trust is governed by a Board of Trustees which meets eight times a year on a pre-planned basis, and more frequently if required. In addition, the Board has an annual strategy day and Trustees receive financial and other updates between board meetings. All Trustees give their time freely. Trustees are required to disclose all relevant interests and to withdraw from any decisions where a conflict of interest arises. No notice was received of any changes to the Trustees' interests during the year. The Trustees who served the trust during the year are listed on page 1 of this report.

**Recruitment and Appointment of New Trustees**

Subject to the requirements of the law and the Trust's Articles of Association, the Board is empowered to appoint as a trustee any person who is willing to act, either to fill a casual vacancy or by way of an addition to the Trustees.

**Induction and Training of Trustees**

A programme of induction and development has been available to all the Trustees, covering all the main features of the Trust's activities and the duties and responsibilities of Trustees. In addition, most meetings of the Board are preceded by development sessions, where presentations are made to Trustees on various aspects of the Trust's activities and on developments in the environment in which the Trust operates.

**Organisation Structure**

Responsibility for each major area of activity (Lifelong Learning, Care and Independence and Finance and Resources) is delegated to what Linkage (but not Companies House) describes as a 'Director', each of whom reports to the Chief Executive. The Chief Executive and the Directors make up the Executive Leadership Team (ELT), which reports regularly and routinely to the Board of Trustees.

**Remuneration of Key Management Personnel**

The remuneration of key management personnel is reviewed on an annual basis by the Board.

**Wider Networks Membership**

The Trust is a full member of the Association of Colleges (providing an umbrella for the entire FE sector), the Association for Real Change (providing an umbrella over the care sector), the British Association for Supported Employment, the National Association for Special Educational Needs, the National Association of Specialist Further Education Colleges, the National Council of Voluntary Organisations, Voluntary Organisations Disability Group and the Lincolnshire and Humberside Chambers of Commerce.

**Key Stakeholders**

Other organisations with which the Trust works closely include the Education and Skills Funding Agency, local authority, Adult Social Care and Children's Services Departments, various inspection regimes (especially Ofsted and the Care Quality Commission) and a number of quality assurance organisations.

**Working in Partnership**

Both formally and informally, the Trust works closely and collaboratively with a wide range of other service providers, including mainstream and specialist FE colleges, housing associations, local authorities, other care providers and local employers, both individually and through a variety of professional networks.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Risk and Uncertainty**

The Board of Trustees is ultimately responsible for Risk Management. The Board reviews key risks and the adequacy of mitigation actions on a regular basis. A comprehensive annual planning and budgeting process is approved by the Board during which a thorough assessment of key external and internal risks is undertaken. The Board also receives risk evaluations on any new major areas of activity. With the 2024-25 business year underway, we have implemented new and improved risk management framework which aims to take a deeper dive into our risk register and further embed risk management in the organisation. We have reviewed our risk appetite for growth and key projects are reviewed against this. This new approach is designed to enable the Board to express its high-level risk tolerance and to inform strategic choice and direction. Linkage understands the strong connection between risk management and risk assurance activities. Our top 6 high level retained risks are:

**Risks**

Funding fails to keep up with the cost increase from external circumstances and political change

**Mitigation**

- Succession planning
- Documented systems, plans and projects
- Implement training programs
- Review and agree recruitment processes
- Promote successes and good news stories
- Pro-active management and communication of change
- Review individual service/location viability
- Communicate openly with Funders/Commissioners
- Driving efficiency through use of staff resources
- Renegotiation of home Local Authority funding (Residential Care)
- Use of LA Hardship Funds
- Serving notice on unsustainable packages
- Agile working practices to increase efficiency
- Staff pre-employment checks
- Mandatory training programme
- Whistle-blowing policy
- Management and supervisory oversight of services
- Safeguarding monitoring, reporting and follow-up action
- Review of processes in light of experience
- Malpractice insurance
- Increased visibility, Head of Safeguarding/ Quality appointed
- Incident reporting processes
- Atlas reporting of key indicators rolled out to aid controls
- Aligning services to audit and regulatory body requirements; Shaping services around stakeholder feedback and requirements

Service Delivery Failure

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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| IT Systems failure, loss of data, cyber security attacks                       | <ul style="list-style-type: none"><li>• Review systems requirements</li><li>• Agree update programme</li><li>• Off-site back-ups to secure and protect data</li><li>• Review security and virus protection systems</li><li>• Insurance cover for insurable risks</li><li>• Cyber Protection/ Insurance; enhanced third party monitoring</li><li>• BCP</li><li>• IT Disaster Recovery Plan</li><li>• Departmental Business Recovery Plans</li><li>• Cyber Essentials Accreditation (Plus in future)</li><li>• ISO 27001 accreditation in the future</li></ul>  |
| Failure to recruit and retain staff  | <ul style="list-style-type: none"><li>• Additional Human Resources resources specifically for recruitment and focus on Care staff</li><li>• Improved induction and training programmes</li><li>• Communication (drop-ins, Communication Matters, all-staff online briefings)</li><li>• Flexible working where appropriate</li><li>• Review and develop Recruitment and Retention policies and strategies - including periodic stay conversations, learning and development platform and benefits packages</li><li>• Review of employee T&amp;Cs (Agile working)</li><li>• Use of PlanDay and Hub model to best deploy workforce</li><li>• Work to improve funding/efficiency to enable Linkage to improve pay and conditions</li><li>• Better marketing of employer branding</li><li>• Consistent supervisions, 1:1s, appraisals, Team Meetings</li><li>• Enhanced information in place around risk and establishment and starter/leaver/change processes</li></ul> |
| Potential financial unsustainability of the Community Supported Living service | <ul style="list-style-type: none"><li>• All work related to 010, 013 &amp; 014 which will support the recruitment and retention of workforce to enable the delivery of contracted CSL hours</li><li>• Continued focus on rota management in all CSL services</li><li>• Regular monitoring of capacity vs contracted hours via the Risk and Establishment process</li><li>• Continued discussions with LCC re staffing capacity and potential impacts</li><li>• Agile workforce including Hub working to continue</li><li>• Local managers managing services to support better integration between CSL and Residential Care services</li></ul>   |

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Lack of Effective Systems and Processes**

- Processes and protocols put in place and regularly updated
- Updated finance regulations
- Continuous improvement plans established
- Finance surgeries, audits and visits
- Internal audit processes in place

**Public Benefit Reporting**

When reviewing the Trust's objectives and aims and in planning future activities, the Trustees confirm that they have complied with relevant legislation and have paid due regard to guidance published by the Charity Commission. The Trustees have referred to the guidance and have aimed to summarise the activities in this report and to demonstrate that they have helped further the Trust's aims and objectives as detailed above.

**LINKAGE STAFF**

**Major Achievements**

The staff at Linkage remains its greatest asset. Their commitment to the education, care and development of independence and welfare of the people supported by the Trust has remained consistently high. Year on year, the achievements of all the staff are reflected in personal targets and reviewed in annual appraisals. Performance against targets built into each service's operating plan is also monitored routinely and reviewed annually. During the period under review, the Trust's Care services continued to obtain consistently high grades from the Care Quality Commission and the Linkage College Ofsted maintained its rating of 'Good' with outstanding elements' in its last inspection.

**Employee Involvement and Staff Development**

The Trust's commitment to training and development is considerable and seeks both to enhance the quality of its work and to maintain its enviable market position. Various means are employed to ensure that staff at all levels and at all sites are informed of and able to contribute to the developments occurring across the organisation. Mandatory training for Linkage staff achieved 97% during the year.

Although there is no formal trade union involvement a Linkage-wide consultation body, a staff representative group ensures staff have a voice and assists the Executive Leadership Team in its decision making. Throughout the year this group particularly focused on our new agile working systems and processes.

**Disabled Persons**

The Trust's policy is to give full and fair consideration to applications for employment made by disabled persons, having regard to their particular aptitudes and abilities. Disabled employees receive appropriate training to facilitate and encourage career development. Employees who become disabled are retained in their existing posts where possible or retrained for suitable alternative posts. The Trust continues to use and develop its commitment to the 'two ticks' disability symbol promoted by the Department for Work and Pensions.

**FUTURE DEVELOPMENTS**

**Strategic Planning**

The strategic plan which is updated annually by the Board covers the period 2023 to 2028 and focuses on 'nothing about you without you'. The plan outlines our journey for the five years and sets out clearly the Trust's vision, mission and values, and the actions the Trust will take to achieve its objectives.

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**FINANCIAL REVIEW**

**Summary of the Results for 31 August 2024**

The Trust has continued to post a positive operating surplus for the year before property revaluations and actuarial gains of £929,349 (2023: £714,358)

**Reserves Policy**

The Board of Trustees has reviewed its Reserves Policy and re-examined the Trust's requirements for free reserves in light of both the predominant risks to the Trust and its need for working capital. In completing this review Trustees analysed existing funds, assessed the reliability of future income streams, reviewed committed expenditure and the extent to which it is controllable and assessed the risk, to identify potential commitments and contingencies together with the likelihood that these risks will materialise and give rise to new commitments. This assessment placed the minimum requirement of free reserves at £1.75m.

As at 31 August 2024, free reserves were £3,844,207 (2023: £3,381,413).

**Principal Funding Sources**

The Trust's principal funding source has always been the public purse: with various agencies of government funding its education and care services. In recent years, Linkage College has been funded by a succession of national funding agencies, most recently the Education and Skills Funding Agency, but now with decision making and an important element of funding devolved to local authorities, Funding of Linkage's care services continues to be delivered by local authority social services departments.

**Funds in Deficit**

The Trustees are not aware of any funds being overspent. As the balance sheet illustrates, the Trust has assets which are sufficient to meet the Trust's obligations on a fund-by-fund basis. Budgetary controls and monitoring are in place to ensure that funds do not go into a deficit position.

**Fundraising Activities**

For most of its history, the Trust has been able to rely upon fee income from its activities. In recent years, however, it has become increasingly clear that, if the Trust wishes to maintain the pursuit of excellence and to benefit from opportunities to explore new markets and test new services, it will need to develop a non-fee based income stream. For this reason, it has embarked upon a new fundraising strategy. The strategy primarily aims to focus on key development projects including an Inclusive and Sustainable Future for the Weelsby Hall Estate and was successful in September 2024 of receiving an award of £3.5 million worth of National Lottery Heritage Funding for the redevelopment of the estate. In total this year the fundraising team achieved over £1 million worth of restrictive funding focused on key projects including development of a new Small Animal Care Service, a newly acquired Sensory Outreach vehicle and library service funding for key projects throughout the year.

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Investment Policy and Objectives**

The Trustees' investment powers are prescribed in the Trust's Articles of Association. The Trustees are permitted to invest any monies of the Trust not immediately required for its purpose in or upon such investments, securities or property as the management committee shall think fit and is allowed by law. During the reporting period, the Trust's investment portfolio was managed by Kingswood Group (in association with JCH: Management Services Limited).

**Internal and External Factors**

The Trustees have made a full assessment of the internal and external factors that may affect these financial statements and do not deem any factors material enough to have an impact.

**Funds held as Custodian for Others**

Included in creditor balances is £610,779 (2023: £559,783) due to students and residents in respect of monies held on their behalf in bank accounts in the Trust's name. This amount is also included in the figure for cash at bank and in hand on the balance sheet.

Approved by order of the members of the Board of Trustees on 25 March 2025 and signed on their behalf by:



**Mrs S M Simpson**  
**Chair**

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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The Trustees (who are also the directors of the Trust for the purposes of company law) are responsible for preparing the Trustees' report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Trust and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Trust's transactions and disclose with reasonable accuracy at any time the financial position of the Trust and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the Board of Trustees on 25 March 2025 and signed on its behalf by:



**Mrs S M Simpson**  
**Chair**

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LINKAGE COMMUNITY TRUST**

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**Opinion**

We have audited the financial statements of Linkage Community Trust (the 'trust') for the year ended 31 August 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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.

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LINKAGE COMMUNITY TRUST**  
**(CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

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

**Matters on which we are required to report by exception**

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

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

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

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LINKAGE COMMUNITY TRUST**  
**(CONTINUED)**

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**Responsibilities of trustees**

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

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditors' responsibilities for the audit of the financial statements**

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the trust through discussions with trustees and other management, and from our commercial knowledge and experience of the trust and sector in which it operates;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the trust, including the Companies Act 2006, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the trust's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LINKAGE COMMUNITY TRUST**  
**(CONTINUED)**

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To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- reviewed a sample of grants in the year to ensure accurate recognition;
- agreed a sample of fee income as being accurately invoiced and recognised;
- reviewed the claims of Government and local authority support to determine accuracy and eligibility;
- agreed a sample of employees on the trust payroll to existence and agreed the accuracy of their pay;
- assessed and reviewed the appropriateness and effectiveness of the key systems and controls;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 3 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any correspondence with HMRC, relevant regulators and the trust's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

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

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF LINKAGE COMMUNITY TRUST**  
**(CONTINUED)**

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**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 Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Robert Anderson (Senior statutory auditor)**

for and on behalf of

**Streets Audit LLP**

Chartered Accountants & Statutory Auditor

Tower House

Lucy Tower Street

Lincoln

LN1 1XW

Date: 07/05/2025

**LINKAGE COMMUNITY TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income from:</b>					
Donations and legacies	4	1,046,412	31,550	1,077,962	368,605
Charitable activities	6	-	20,564,670	20,564,670	19,109,164
Other trading activities	8	-	30,749	30,749	21,812
Investments	9	-	12,333	12,333	-
<b>Total income</b>		<b>1,046,412</b>	<b>20,639,302</b>	<b>21,685,714</b>	<b>19,499,581</b>
<b>Expenditure on:</b>					
Raising funds	10	827,173	53,855	881,028	461,534
Charitable activities	11	-	20,226,512	20,226,512	18,358,868
Other expenditure	13	-	(88,028)	(88,028)	(18,000)
<b>Total expenditure</b>		<b>827,173</b>	<b>20,192,339</b>	<b>21,019,512</b>	<b>18,802,402</b>
<b>Net income before net gains on investments</b>					
		<b>219,239</b>	<b>446,963</b>	<b>666,202</b>	<b>697,179</b>
Net gains on investments		-	263,147	263,147	17,179
<b>Net (expenditure) / income</b>		<b>219,239</b>	<b>710,110</b>	<b>929,349</b>	<b>714,358</b>
Transfers between funds	23	91,966	(91,966)	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		<b>311,205</b>	<b>618,144</b>	<b>929,349</b>	<b>714,358</b>
<b>Other recognised gains/(losses):</b>					
Losses on revaluation of fixed assets		-	(4,541,891)	(4,541,891)	-
Actuarial (losses)/gains on defined benefit pension schemes	29	-	(7,000)	(7,000)	40,000
Derecognition of defined benefit pension scheme surplus	29	-	(156,000)	(156,000)	(185,000)
<b>Net movement in funds</b>		<b>311,205</b>	<b>(4,086,747)</b>	<b>(3,775,542)</b>	<b>569,358</b>

**LINKAGE COMMUNITY TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
(CONTINUED)  
**FOR THE YEAR ENDED 31 AUGUST 2024**

Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Reconciliation of funds:</b>				
Total funds brought forward	291,609	23,436,001	23,727,610	23,158,252
Net movement in funds	311,205	(4,086,747)	(3,775,542)	569,358
<b>Total funds carried forward</b>	<b>602,814</b>	<b>19,349,254</b>	<b>19,952,068</b>	<b>23,727,610</b>

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

The notes on pages 26 to 52 form part of these financial statements.

**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 01240377**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2024**

	Note	2024 £	2023 £
<b>Fixed assets</b>			
Tangible assets	17	<b>16,346,119</b>	21,322,117
		<u>16,346,119</u>	<u>21,322,117</u>
<b>Current assets</b>			
Debtors	19	2,856,251	2,451,254
Investments	20	2,656,687	2,393,540
Cash at bank and in hand		1,412,134	861,285
		<u>6,925,072</u>	<u>5,706,079</u>
Creditors: amounts falling due within one year	21	(3,069,123)	(2,417,239)
<b>Net current assets</b>		<u>3,855,949</u>	<u>3,288,840</u>
<b>Total assets less current liabilities</b>		<u>20,202,068</u>	<u>24,610,957</u>
Creditors: amounts falling due after more than one year	22	(250,000)	(883,347)
<b>Net assets excluding pension asset</b>		<u>19,952,068</u>	<u>23,727,610</u>
<b>Total net assets</b>		<u>19,952,068</u>	<u>23,727,610</u>

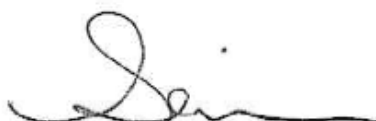
**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 01240377**

**BALANCE SHEET (CONTINUED)**  
**AS AT 31 AUGUST 2024**

	Note	2024 £	2023 £
<b>Charity funds</b>			
Restricted funds	23	602,814	291,609
Unrestricted funds			
Designated funds	23	119,310	126,960
General funds	23	18,403,414	17,940,620
Revaluation reserve		826,530	5,368,421
Total unrestricted funds	23	19,349,254	23,436,001
<b>Total funds</b>		<b>19,952,068</b>	<b>23,727,610</b>

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

The financial statements were approved and authorised for issue by the Trustees on 25 March 2025 and signed on their behalf by:



**Mrs S M Simpson**  
**Chair**

The notes on pages 26 to 52 form part of these financial statements.

**General funds analysis**

	2024 £	2023 £
Amounts Invested in Land and Buildings	14,809,207	15,575,886
Loans Secured on Property	(250,000)	(1,016,679)
Free Reserves	3,844,207	3,381,413
	<b>18,403,414</b>	<b>17,940,620</b>

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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	2024 £	2023 £
<b>Cash flows from operating activities</b>		
Net cash generated from / (used in) operating activities	<u>1,407,376</u>	<u>(645,831)</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(89,848)	(890,056)
<b>Net cash used in investing activities</b>	<u>(89,848)</u>	<u>(890,056)</u>
<b>Cash flows from financing activities</b>		
Repayments of borrowing	(766,679)	(133,332)
<b>Net cash used in financing activities</b>	<u>(766,679)</u>	<u>(133,332)</u>
<b>Change in cash and cash equivalents in the year</b>	<b>550,849</b>	<b>(1,669,219)</b>
Cash and cash equivalents at the beginning of the year	<u>861,285</u>	<u>2,530,504</u>
<b>Cash and cash equivalents at the end of the year</b>	<u><u>1,412,134</u></u>	<u><u>861,285</u></u>

The notes on pages 26 to 52 form part of these financial statements

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**1. General information**

The Trust is a charitable company limited by guarantee incorporated in England and Wales. The members of the company are the Trustees named on page 1. In the event of the Trust being wound up, the liability in respect of the guarantee is limited to £1 per member of the Trust.

The Trust's registered office is Toynton Hall, Main Road, Toynton All Saints, Spilsby, Lincolnshire, PE23 5AE.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

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

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

**2.2 Consolidation**

These financial statements represent the figures of the Trust only. Consolidated financial statements have not been prepared on the basis that the subsidiary company is not material to the financial statements.

**2.3 Income**

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

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

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

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**LINKAGE COMMUNITY TRUST**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**2. Accounting policies (continued)**

**2.4 Expenditure**

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

Expenditure on raising funds includes all expenditure incurred by the Trust to raise funds for its charitable purposes and includes the direct costs incurred in relation to restricted voluntary income received.

Expenditure on charitable activities is incurred on undertaking the activities which further the Trust's objectives. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and an allocation of a corporate overhead.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Interest receivable**

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

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Freehold Property is initially recognised at cost. After recognition, under the revaluation model, tangible fixed assets whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by professionally qualified valuers. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Trust may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the Statement of financial activities, with a separate revaluation reserve being shown in the Statement of funds note.

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

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**LINKAGE COMMUNITY TRUST**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**2. Accounting policies (continued)**

**2.6 Tangible fixed assets and depreciation (continued)**

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

Depreciation is provided on the following bases:

Freehold Property	- no depreciation - see below
Leasehold Property	- over the remaining lease term
Leasehold Improvement and Movable Buildings	- straight line over lease term and 10 years
Motor Vehicles	- straight line over 4 years
Equipment, Fixtures and Fittings	- straight line over 5 years
ICT Equipment	- straight line over 3 years

Freehold Property is not depreciated on the grounds of immateriality. Freehold Property is subject to regular maintenance and repair such that in the Trustees opinion the residual value is not materially different from the value in the financial statements and has a long useful economic life. The Trustees consider the need for impairment at each period end.

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

**2.7 Debtors**

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

**2.8 Current asset investments**

Investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of Financial Activities.

**2.9 Cash at bank and in hand**

Cash at bank and in hand represents amounts held in current bank accounts and petty cash balances.

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**2. Accounting policies (continued)**

**2.10 Liabilities and provisions**

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

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

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

**2.11 Financial instruments**

The Trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.12 Operating leases**

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

**2.13 Pensions**

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

The Trust operates a defined benefits pension scheme and the pension charge is based on a full actuarial valuation dated 31 August 2024.

**2.14 Fund accounting**

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

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

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

Investment income, gains and losses are allocated to the appropriate fund.

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**3. Critical accounting estimates and areas of judgment**

Estimates and judgments 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.

Critical accounting estimates and assumptions:

The Trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Tangible fixed assets are recognised at cost or valuation, less accumulated depreciation and any impairments. Depreciation takes place over the estimated useful life, down to the assessed residual value. The carrying amount of the Trust's fixed assets is tested as soon as changed conditions show that a need for impairment has arisen.

The recoverability of trade debtors and associated provisioning is considered on a regular basis. When calculating the debtor provision, the Trustees review the age of the debts and the financial position of its service users.

The present value of the 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 / (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 28, will impact the carrying amount of the pension liability.

**4. Income from donations and legacies**

	<b>Restricted funds 2024 £</b>	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<i>Total funds 2023 £</i>
Donations	4,386	31,550	<b>35,936</b>	49,735
Grants	1,042,026	-	<b>1,042,026</b>	318,870
	<u>1,046,412</u>	<u>31,550</u>	<u><b>1,077,962</b></u>	<u>368,605</u>
<i>Total 2023</i>	<u>324,191</u>	<u>44,414</u>	<u>368,605</u>	

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**5. Analysis of grants**

	2024 £	2023 £
National Lottery Heritage Fund - Weelsby Hall Project	279,927	-
Lincs County Council - CSL Innovation Fund	222,076	-
Education & Skills Funding Agency Funding	212,793	141,457
Big Lottery Fund	58,376	37,818
Historic Houses Foundation	50,000	-
Lincs County Council - Digital Care Planning System	46,600	-
Tolkien Trust	45,000	50,000
East Riding of Yorkshire Council - Digital Care Planning System	30,609	-
Education & Training Foundation	25,400	-
Pilgrim Trust	25,000	-
Other	46,245	88,595
	<b>1,042,026</b>	<b>317,870</b>

**6. Income from charitable activities**

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Education and Linkage Choices	6,365,203	6,365,203	6,333,560
Care	13,628,380	13,628,380	12,228,039
Employment	201,709	201,709	135,834
Corporate and Cafes	369,378	369,378	411,731
	<b>20,564,670</b>	<b>20,564,670</b>	<b>19,109,164</b>
<i>Total 2023</i>	<i>19,109,164</i>	<i>19,109,164</i>	

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**7. Analysis of income from charitable activities by category**

	2024 £	2023 £
<b>Education and Linkage Choices</b>		
Fees Receivable	6,230,926	6,175,554
	<u>6,230,926</u>	<u>6,175,554</u>
<b>Care</b>		
Fees Receivable	12,939,110	11,478,798
Other Income	689,170	749,241
	<u>13,628,280</u>	<u>12,228,039</u>
<b>Employment</b>		
Fees Receivable	201,709	135,834
	<u>201,709</u>	<u>135,834</u>
<b>Corporate and Cafes</b>		
Training Outlet Income	159,680	139,629
Other Income	209,698	272,102
	<u>369,378</u>	<u>411,731</u>

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**8. Income from other trading activities**

**Income from fundraising events**

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from Fundraising	-	30,749	<b>30,749</b>	21,812
<i>Total 2023</i>	902	20,910	21,812	

**9. Investment income**

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Bank Interest	12,333	<b>12,333</b>	-

**10. Expenditure on raising funds**

**Expenditure of voluntary income**

	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Other Costs	804,130	<b>804,130</b>	274,052
Payroll Costs	23,043	<b>23,043</b>	136,847
	827,173	<b>827,173</b>	410,899
<i>Total 2023</i>	410,899	410,899	

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**10. Expenditure on raising funds (continued)**

**Fundraising expenses**

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Other Fundraising Costs	12,935	12,935	12,766
Fundraising Salaries	36,475	36,475	33,892
Fundraising National Insurance	3,449	3,449	3,007
Fundraising Pension	996	996	970
	<u>53,855</u>	<u>53,855</u>	<u>50,635</u>
<i>Total 2023</i>	<u>50,635</u>	<u>50,635</u>	

**11. Analysis of expenditure on charitable activities**

**Summary by fund type**

	Unrestricted funds 2024 £	Total 2024 £	Total 2023 £
Education and Linkage Choices	6,360,295	6,360,295	5,915,386
Care	13,211,109	13,211,109	11,799,649
Employment	409,362	409,362	232,102
Corporate and Cafes	245,746	245,746	411,731
	<u>20,226,512</u>	<u>20,226,512</u>	<u>18,358,868</u>
<i>Total 2023</i>	<u>18,358,868</u>	<u>18,358,868</u>	

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**FOR THE YEAR ENDED 31 AUGUST 2024**

**12. Analysis of expenditure by activities**

	Activities undertaken directly 2024 £	Corporate overhead allocation 2024 £	Total funds 2024 £	Total funds 2023 £
Education and Linkage Choices	5,486,177	874,118	<b>6,360,295</b>	5,915,386
Care	11,070,417	2,140,692	<b>13,211,109</b>	11,799,649
Employment	379,006	30,356	<b>409,362</b>	232,102
Corporate and Cafes	3,290,912	(3,045,166)	<b>245,746</b>	411,731
	<u>20,226,512</u>	<u>-</u>	<u><b>20,226,512</b></u>	<u>18,358,868</u>
<i>Total 2023</i>	<u>18,358,868</u>	<u>-</u>	<u>18,358,868</u>	

**Analysis of direct costs**

	Education and Linkage Choices 2024 £	Care 2024 £	Employment 2024 £	Corporate and Cafes 2024 £	Total funds 2024 £	Total funds 2023 £
Staff Costs	4,527,315	9,024,754	353,356	1,957,678	<b>15,863,103</b>	13,250,530
Other Direct Costs	958,862	2,045,663	25,650	1,333,234	<b>4,363,409</b>	5,108,338
	<u>5,486,177</u>	<u>11,070,417</u>	<u>379,006</u>	<u>3,290,912</u>	<u><b>20,226,512</b></u>	<u>18,358,868</u>
<i>Total 2023</i>	<u>5,048,835</u>	<u>10,126,622</u>	<u>213,517</u>	<u>2,969,894</u>	<u>18,358,868</u>	

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**FOR THE YEAR ENDED 31 AUGUST 2024**

**13. Other expenditure**

	<b>Unrestricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<i>Total funds 2023 £</i>
Property Profit on Disposal	(55,028)	<b>(55,028)</b>	-
Pension Scheme - Interest on Liabilities	(141,000)	<b>(141,000)</b>	99,000
Pension Scheme - Interest on Assets	108,000	<b>108,000</b>	(117,000)
	<u>(88,028)</u>	<u><b>(88,028)</b></u>	<u>(18,000)</u>
<i>Total 2023</i>	<u>(18,000)</u>	<u>(18,000)</u>	

**14. Auditors' remuneration**

	<b>2024 £</b>	<i>2023 £</i>
Fees payable to the Trust's auditor and its associates for the audit of the Trust's annual accounts	<b>13,000</b>	13,000
Fees payable to the Trust's auditor and its associates in respect of: All non-audit services not included above	<u><b>4,750</b></u>	<u>4,000</u>
Fees payable to the Trust's auditor and its associates in connection with the Trust's pension scheme(s) in respect of: The auditing of accounts of the scheme(s)	<u><b>2,875</b></u>	<u>2,750</u>

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**15. Staff costs**

	2024 £	2023 £
Wages and salaries	14,514,944	12,169,502
Social security costs	1,059,037	937,431
Contribution to defined contribution pension schemes	353,085	318,313
	<u>15,927,066</u>	<u>13,425,246</u>

Wages and salaries includes total ex-gratia, notice and redundancy payments of £13,500 (2023: £29,425).

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

	2024 No.	2023 No.
Education and Adult Skills (Linkage Choices)	213	128
Care	319	362
Corporate Services	66	60
Bank Staff	84	66
	<u>682</u>	<u>616</u>

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

	2024 No.	2023 No.
In the band £60,001 - £70,000	2	2
In the band £70,001 - £80,000	2	2
In the band £110,001 - £120,000	1	1

The key management personnel of the Trust are considered to be the senior leadership team. The total amount of employee benefits (including employer pension and national insurance contributions) received by key management personnel for their services to the Trust was £390,525 (2023: £380,000).

**16. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2023 - *ENIL*).

During the year ended 31 August 2024, expenses totalling £60 were reimbursed or paid directly to 1 Trustee (2023: £110). Expenses paid to Trustees related to the reimbursement of mileage.

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**17. Tangible fixed assets**

	Freehold and Leasehold Property £	Leasehold Improvement and Moveable Buildings £	Motor Vehicles £	Fixtures and Fittings £	Total £
<b>Cost or valuation</b>					
At 1 September 2023	20,949,590	217,233	831,938	2,543,719	24,542,480
Additions	23,706	-	66,142	-	89,848
Disposals	(390,000)	-	(74,413)	(2,305,856)	(2,770,269)
Revaluations	(4,541,891)	-	-	-	(4,541,891)
At 31 August 2024	<u>16,041,405</u>	<u>217,233</u>	<u>823,667</u>	<u>237,863</u>	<u>17,320,168</u>
<b>Depreciation</b>					
At 1 September 2023	5,283	84,340	645,310	2,485,430	3,220,363
Charge for the year	-	33,213	69,506	32,910	135,629
On disposals	(5,283)	-	(74,414)	(2,302,246)	(2,381,943)
At 31 August 2024	<u>-</u>	<u>117,553</u>	<u>640,402</u>	<u>216,094</u>	<u>974,049</u>
<b>Net book value</b>					
At 31 August 2024	<u>16,041,405</u>	<u>99,680</u>	<u>183,265</u>	<u>21,769</u>	<u>16,346,119</u>
At 31 August 2023	<u>20,944,307</u>	<u>132,893</u>	<u>186,628</u>	<u>58,289</u>	<u>21,322,117</u>

Properties are revalued on a discretionary basis. Valuations have been carried out to revalue properties on a market value basis. The valuations were undertaken by suitably qualified independent valuers.

The Trust has adopted a policy of revaluation for tangible fixed assets. Had these assets been measured at historic cost, the carrying values would have been as follows:

	2024 £	2023 £
Freehold property	<u>15,380,079</u>	<u>15,746,373</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**18. Fixed asset investments**

The Trust deems Linkage Trading Ltd a subsidiary undertaking due to the control it exerts over the company. The results for the subsidiary are not consolidated on the grounds of immateriality.

**19. Debtors**

	2024	2023
	£	£
<b>Due within one year</b>		
Trade debtors	1,673,853	1,264,522
Amounts owed by group undertakings	-	14,286
Other debtors	108,198	107,458
Prepayments and accrued income	1,074,200	1,064,988
	<u>2,856,251</u>	<u>2,451,254</u>

Trade debtors are stated after provisions for bad debts and credit notes of £523,985 (2023: £179,889).

**20. Current asset investments**

	2024	2023
	£	£
Investment portfolio	<u>2,656,687</u>	<u>2,393,540</u>

During the year, the change in the market value of the investment portfolio resulted in a gain of £263,147 (2023: gain of £17,179).

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**21. Creditors: Amounts falling due within one year**

	2024	2023
	£	£
Bank loans	-	133,332
Trade creditors	632,661	342,429
Other taxation and social security	265,562	270,350
Student and resident monies held	610,779	559,783
Other creditors	446,625	598,008
Accruals and deferred income	1,113,496	513,337
	<u>3,069,123</u>	<u>2,417,239</u>
	2024	2023
	£	£
Deferred income at 1 September	235,542	951,113
Resources deferred during the year	(235,542)	197,922
Amounts released from previous periods	785,622	(913,493)
<b>Deferred income at 31 August</b>	<u>785,622</u>	<u>235,542</u>

Income for services is now billed in advance rather than in arrears, hence the increase in deferred income.

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**FOR THE YEAR ENDED 31 AUGUST 2024**

**22. Creditors: Amounts falling due after more than one year**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Bank loans	-	633,347
Other loans	<b>250,000</b>	<b>250,000</b>
	<u><b>250,000</b></u>	<u><b>883,347</b></u>

Included within the above are amounts falling due as follows:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Between one and two years</b>		
Bank loans	-	133,332
	<u>-</u>	<u>133,332</u>
<b>Between two and five years</b>		
Bank loans	-	399,996
	<u>-</u>	<u>399,996</u>
<b>Over five years</b>		
Bank loans	-	100,019
Other loans	<b>250,000</b>	<b>250,000</b>
	<u><b>250,000</b></u>	<u><b>250,000</b></u>

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Payable or repayable by instalments	-	100,019
Payable or repayable other than by instalments	<b>250,000</b>	<b>250,000</b>
	<u><b>250,000</b></u>	<u><b>350,019</b></u>

During the year the bank loans were fully repaid. In the prior year bank loans were secured by legal charges over four freehold properties owned by the Trust with a total net book value of £4,535,000. The total bank loan balance of £766,679 was 17% of the property value based on the most recent valuations at the time.

The other loan is secured by a legal charge over one freehold property owned by the Trust which has a net book value of £275,000 (2023: £275,000). The loan balance is 91% (2023: 91%) of the value of the security held.

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**23. Statement of funds**

**Statement of funds - current year**

	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2024 £
<b>Unrestricted Funds</b>						
<b>Designated Funds</b>						
Digitalisation Reserve	126,960	108,627	(116,277)	-	-	119,310
<b>General Funds</b>						
Free Reserves	3,381,413	20,530,675	(20,109,062)	(221,966)	263,147	3,844,207
Property Fund	14,559,207	-	-	-	-	14,559,207
Revaluation Reserve	5,368,421	-	-	-	(4,541,891)	826,530
Pension Reserve	-	-	33,000	130,000	(163,000)	-
	<u>23,309,041</u>	<u>20,530,675</u>	<u>(20,076,062)</u>	<u>(91,966)</u>	<u>(4,441,744)</u>	<u>19,229,944</u>
<b>Total Unrestricted Funds</b>	<u>23,436,001</u>	<u>20,639,302</u>	<u>(20,192,339)</u>	<u>(91,966)</u>	<u>(4,441,744)</u>	<u>19,349,254</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**23. Statement of funds (continued)**

<b>Restricted Funds</b>						
ESFA Maintenance	152,028	144,507	(31,520)	-	-	265,015
Lincs CC - CSL Innovation Trust	-	222,076	(61,427)	-	-	160,649
ESFA Bursary Funding	48,683	46,880	(74,611)	-	-	20,952
National Lottery Heritage Fund - Weelsby Hall Project	-	279,927	(269,427)	-	-	10,500
Tolkien Trust	-	45,000	(35,078)	-	-	9,922
Big Lottery Fund	3,933	58,376	(80,739)	18,430	-	-
Karten Trust	4,645	-	(30,596)	25,951	-	-
Education & Training Foundation	-	25,400	(25,400)	-	-	-
Historic Houses Foundation	-	50,000	(50,000)	-	-	-
Lincs County Council - Digital Care Planning System	-	46,600	(46,600)	-	-	-
East Riding of Yorkshire Council - Digital Care Planning System	-	30,609	(30,609)	-	-	-
Pilgrim Trust	-	25,400	(25,400)	-	-	-
Other Restricted Funds	82,320	71,637	(65,766)	-	-	88,191
Fixed Assets Acquired	-	-	-	47,585	-	47,585
	<u>291,609</u>	<u>1,046,412</u>	<u>(827,173)</u>	<u>91,966</u>	<u>-</u>	<u>602,814</u>
<b>Total of Funds</b>	<u><u>23,727,610</u></u>	<u><u>21,685,714</u></u>	<u><u>(21,019,512)</u></u>	<u><u>-</u></u>	<u><u>(4,441,744)</u></u>	<u><u>19,952,068</u></u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**23. Statement of funds (continued)**

**Unrestricted Funds:**

For clarity of presentation, the Trustees choose to show the value of property and the accumulated gains and losses as separate funds. Free Reserves above therefore represents the accumulated surplus on charitable activities.

**Restricted Funds:**

Most of the Trust's income is in the form of fees but it also receives grants and raises funds for specific purposes. These restricted funds are described below:

ESFA Maintenance – represents funding received from the Education and Skills Funding Agency (ESFA) to be spent on the condition of educational facilities.

Lincs CC - CSL Innovation Fund – funding secured via Lincolnshire County Council to improve staff recruitment and retention as well as develop further Community Supported Living services in the community.

ESFA Bursary Fund – represents funds provided by the ESFA to financially support students and remove barriers to learning.

National Lottery Heritage Fund - Weelsby Hall Project - represents funds provided by the National Lottery Heritage Fund for the renovation of Weelsby Hall.

Tolkien Trust – relates to funding provided to cover the core costs of the charity.

Big Lottery Fund – relates to funding provided by the Big Lottery Fund and other donors for the continued running costs of the charity's Sensory Bus.

Karten Trust – relates to funding towards equipment within educational services.

Education & Training Foundation – funding from the Educational Trusts' Forum to assist with the recruitment and training of new teaching staff.

Other Restricted Funds – relate to other grants and donations from funders and individuals which are subject to restrictions imposed by the donor.

**Material Transfers:**

A material transfer has been recognised in the prior year to transfer the NBV of fixed assets acquired with restricted funds to unrestricted funds on the basis that the trustees have confirmed that a restriction no longer exists.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**23. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 September 2022</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Gains/ (Losses)</i>	<i>Balance at 31 August 2023</i>
	£	£	£	£	£	£
<b>Unrestricted Funds</b>						
<b>Designated Funds</b>						
Digitalisation Reserve	144,000	-	(17,040)	-	-	126,960
<b>General Funds</b>						
Free Reserves	3,635,492	19,174,488	(18,392,263)	(1,053,483)	17,179	3,381,413
Property Fund	10,684,292	-	(200)	3,875,115	-	14,559,207
Revaluation Reserve	5,368,421	-	-	-	-	5,368,421
Pension Reserve	-	-	18,000	127,000	(145,000)	-
	<u>19,688,205</u>	<u>19,174,488</u>	<u>(18,374,463)</u>	<u>2,948,632</u>	<u>(127,821)</u>	<u>23,309,041</u>
<b>Total Unrestricted Funds</b>	<u>19,832,205</u>	<u>19,174,488</u>	<u>(18,391,503)</u>	<u>2,948,632</u>	<u>(127,821)</u>	<u>23,436,001</u>

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**23. Statement of funds (continued)**

<b>Restricted Funds</b>						
ESFA Maintenance	168,574	141,457	(158,003)	-	-	152,028
ESFA Bursary Funding	43,183	36,694	(31,194)	-	-	48,683
Big Lottery Fund	57,001	49,621	(106,689)	4,000	-	3,933
Children in Need	-	17,982	(17,982)	-	-	-
Tolkien Trust	-	50,000	(41,000)	(9,000)	-	-
Help for Health	3,828	8,000	(11,828)	-	-	-
Other Restricted Funds	108,095	21,339	(37,469)	(5,000)	-	86,965
Fixed Assets Acquired	2,945,366	-	(6,734)	(2,938,632)	-	-
	<u>3,326,047</u>	<u>325,093</u>	<u>(410,899)</u>	<u>(2,948,632)</u>	<u>-</u>	<u>291,609</u>
<b>Total of Funds</b>	<u>23,158,252</u>	<u>19,499,581</u>	<u>(18,802,402)</u>	<u>-</u>	<u>(127,821)</u>	<u>23,727,610</u>

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**24. Summary of funds**

**Summary of funds - current year**

	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2024 £
Designated funds	126,960	108,627	(116,277)	-	-	119,310
General funds	23,309,041	20,530,675	(20,076,062)	(91,966)	(4,441,744)	19,229,944
Restricted funds	291,609	1,046,412	(827,173)	91,966	-	602,814
	<u>23,727,610</u>	<u>21,685,714</u>	<u>(21,019,512)</u>	<u>-</u>	<u>(4,441,744)</u>	<u>19,952,068</u>

**Summary of funds - prior year**

	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2023 £
Designated funds	144,000	-	(17,040)	-	-	126,960
General funds	19,688,205	19,174,488	(18,374,463)	2,948,632	(127,821)	23,309,041
Restricted funds	3,326,047	325,093	(410,899)	(2,948,632)	-	291,609
	<u>23,158,252</u>	<u>19,499,581</u>	<u>(18,802,402)</u>	<u>-</u>	<u>(127,821)</u>	<u>23,727,610</u>

**25. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	47,585	16,298,534	16,346,119
Current assets	555,229	6,369,843	6,925,072
Creditors due within one year	-	(3,069,123)	(3,069,123)
Creditors due in more than one year	-	(250,000)	(250,000)
<b>Total</b>	<u>602,814</u>	<u>19,349,254</u>	<u>19,952,068</u>

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**25. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior period**

	<i>Restricted funds 2023 £</i>	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	-	21,322,117	21,322,117
Current assets	315,655	5,390,424	5,706,079
Creditors due within one year	(24,046)	(2,393,193)	(2,417,239)
Creditors due in more than one year	-	(883,347)	(883,347)
<b>Total</b>	<b>291,609</b>	<b>23,436,001</b>	<b>23,727,610</b>

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

	<b>2024 £</b>	<b>2023 £</b>
Net income for the period (as per Statement of Financial Activities)	<b>929,349</b>	714,358
<b>Adjustments for:</b>		
Depreciation charges	<b>135,629</b>	146,051
(Gain) / loss on investments	<b>(263,147)</b>	(17,179)
(Gain)/ loss on the sale of fixed assets	<b>388,326</b>	-
Increase in debtors	<b>(404,997)</b>	(453,483)
Increase/(decrease) in creditors	<b>785,216</b>	(848,578)
Net pension finance cost	<b>(33,000)</b>	(18,000)
Contributions to defined benefit pension schemes	<b>(130,000)</b>	(127,000)
Donated fixed assets	-	(42,000)
<b>Net cash provided by/(used in) operating activities</b>	<b>1,407,376</b>	<b>(645,831)</b>

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**27. Analysis of cash and cash equivalents**

	2024	2023
	£	£
Cash at bank and in hand	801,348	301,502
Residents money bank accounts	610,786	559,783
<b>Total cash and cash equivalents</b>	<b>1,412,134</b>	<b>861,285</b>

**28. Analysis of changes in net debt**

	At 1 September 2023	Cash flows	At 31 August 2024
	£	£	£
Cash at bank and in hand	861,285	550,849	1,412,134
Debt due within 1 year	(133,332)	133,332	-
Debt due after 1 year	(883,347)	633,347	(250,000)
Liquid investments	2,393,540	263,147	2,656,687
	<b>2,393,540</b>	<b>263,147</b>	<b>2,656,687</b>

**29. Pension commitments**

Linkage Community Trust operates two separate pension schemes - a Group Savings Plan and an Executive Pension Plan. The assets of both schemes are held separately from those of the Trust in independently administered funds.

**Group Savings Plan:**

The Group Savings Plan is a defined contribution scheme. The pension cost in the accounts represents the total pension cost for the year which amounted to £353,085 (2023: £318,313).

**Executive Pension Plan:**

This is a defined contribution plan with underlying guarantees of a defined benefit nature. It is therefore accounted for in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The scheme is closed to further accrual of benefits. At 31 August 2024, the scheme makes payments to six (2023: six) pensioners.

The following disclosures are taken from the report prepared as at 31 August 2024 by Barnett Waddingham LLP, the Plan's actuary.

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**FOR THE YEAR ENDED 31 AUGUST 2024**

**29. Pension commitments (continued)**

Principal actuarial assumptions at the Balance sheet date (expressed as weighted averages):

	<b>At 31 August 2024</b>	<i>At 31 August 2023</i>
	<b>%</b>	<i>%</i>
Discount Rate	<b>4.95</b>	<i>5.35</i>
Retail Prices Index (RPI) Inflation	<b>3.40</b>	<i>3.50</i>
LPI Pension Increases	<b>3.55</b>	<i>3.60</i>
Assumed Percentage of Pension Taken as Tax Free Cash	<b>20.0</b>	<i>20.0</i>
	<hr/>	<hr/>
	<b>At 31 August 2024</b>	<i>At 31 August 2023</i>
	<b>Years</b>	<i>Years</i>
Mortality rates (in years)		
- for a male aged 65 now	<b>22.1</b>	<i>22.0</i>
- at 65 for a male aged 45 now	<b>23.8</b>	<i>23.7</i>
- for a female aged 65 now	<b>24.6</b>	<i>24.5</i>
- at 65 for a female aged 45 now	<b>26.3</b>	<i>26.2</i>
	<hr/>	<hr/>

The Trust's share of the assets in the scheme was:

	<b>At 31 August 2024</b>	<i>At 31 August 2023</i>
	<b>£</b>	<i>£</i>
Cash	<b>190,000</b>	<i>130,000</i>
Funds	<b>1,724,000</b>	<i>1,596,000</i>
Insured Assets	<b>928,000</b>	<i>910,000</i>
<b>Total fair value of assets</b>	<b>2,842,000</b>	<i>2,636,000</i>
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The actual return on scheme assets was £210,000 (2023 - £(72,000)).

The amounts recognised in the Statement of financial activities are as follows:

	<b>2024</b>	<i>2023</i>
	<b>£</b>	<i>£</i>
Interest on assets	<b>(141,000)</b>	<i>(117,000)</i>
Interest on liabilities	<b>108,000</b>	<i>99,000</i>
<b>Total amount recognised in the Statement of financial activities</b>	<b>(33,000)</b>	<i>(18,000)</i>
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

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**29. Pension commitments (continued)**

Movements in the present value of the defined benefit obligation were as follows:

	2024 £
Opening defined benefit obligation	2,086,000
Changes to actuarial assumptions	76,000
Benefits paid	(134,000)
Interest on liabilities	108,000
<b>Closing defined benefit obligation</b>	<b>2,136,000</b>

Movements in the fair value of the Trust's share of scheme assets were as follows:

	2024 £
Opening fair value of scheme assets	2,636,000
Interest on assets	141,000
Return on assets less interest	69,000
Contributions	130,000
Benefits paid	(134,000)
<b>Closing fair value of scheme assets</b>	<b>2,842,000</b>

The actuarial report valued a pension scheme surplus of £706,000 (2023: £550,000) as set out by the disclosures above. This balance has not been recognised on the basis that the balance is not deemed to be recoverable through reduced contributions in the future or through refunds from the plan.

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**30. Operating lease commitments**

At 31 August 2024 the Trust had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024 £	2023 £
Not later than 1 year	54,881	55,032
Later than 1 year and not later than 5 years	62,994	117,875
	<u>117,875</u>	<u>172,907</u>

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2024 £	2023 £
Operating lease rentals	<u>62,048</u>	<u>60,800</u>

**31. Related party transactions**

**Linkage Trading Ltd:**

Linkage Trading Ltd is a company limited by guarantee which is controlled by Linkage Community Trust.

The Trust processes payroll on behalf of the company and receives other minor income and expenses. Total expenses and repayments resulted in a net repayment in the year of £9,839 (2023: £34,859).

In addition, the company charges the Trust a management fee for marketing services provided. The charge for the year was £17,975 (2023: £18,228)

The balance outstanding at the year-end is £Nil (2023: £14,286) and included within amounts owed by group undertakings.