

Company registered number 1754257
Registered charity number 514371

Better Leeds Communities
Financial Statements
for the year ended 31st March 2021

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2021

The Board presents its report and the audited financial statements for the year ended 31st March 2021. Included within the trustees' report is the directors' report as required by company law.

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

1. Reference and Administrative Information

Charity name	Better Leeds Communities Limited
Charity Registration Number	514371
Company Registration Number	1754257
Registered Office Better Leeds Communities	42-46 Burley Lodge Road Leeds LS6 1QP
Trustee/Directors	Neil Canwell (Chair) William Hird Sarah Carter John O'Dwyer Rajinder Saggu Steven Cochrane Chloe Coles – resigned 22 October 2020 Christopher Eatwell
Company Secretary	T Kayani
Senior Management Team	Taira Kayani Tracey Simpson-Laing
Auditors	Slade & Cooper Limited Chartered Certified Accountants and Registered Auditors Beehive Mill Jersey St Ancoats Manchester M4
Bankers	Unity Trust Bank plc COIF Nine Brindley Place 80 Cheapside Birmingham London B1 2HB 1.EC2V 6DZ Scottish Widows Bank plc 67 Morrison Street Edinburgh EH3 8YJ CCLA COIF Charities Deposit Fund Senator House 85 Queen Victoria Street London EC4V 4ET

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2. Structure, Governance and Management

Company Status and Governing Document

Better Leeds Communities is a charitable company limited by guarantee, incorporated on 19 September 1983 and registered as a charity on 21 July 1983. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed by its Articles of Association. In the event of the charity being wound up, members are required to contribute an amount not exceeding £1. There are currently 15 members.

Recruitment and Appointment of Trustees

All the directors of the company are also trustees of the charity. The trustees who served during the year under review and to date are set out on page 1. In accordance with the Articles of Association the Chair and two trustees will retire at the next Annual General Meeting, and being eligible, can offer themselves for re-election. In addition, any trustees appointed since the last Annual General Meeting will offer themselves for re-election.

Our strategy continues to be to recruit individuals with skills we have identified as necessary to continue to ensure effective governance.

Anyone interested in joining the Board is first asked to submit a CV, which is scrutinised by the Chair. If appropriate, the prospective trustee is offered the opportunity to observe a Board meeting. By mutual agreement an interview is scheduled, a DBS check is carried out and references are taken up. A final recommendation is then made to the trustees. The final decision to appoint a new trustee is taken at a Board meeting.

Induction and Training of Trustees

All current trustees are already familiar with the practical work of the charity and many will participate in staff training, meetings, and away days. Trustees are informed of the provision of activities and meet all senior staff members.

Additionally, all new trustees receive a prepared Trustee Induction Pack, which includes the following Better Leeds Communities information:

- Publicity leaflet
- Latest annual accounts
- Latest annual report
- All organisational policies
- Memorandum and Articles of Association
- Minutes of the latest Board meeting
- Contact details for the Board
- Relevant Charity Commission leaflets
- The NCVO – Good Trustee Guide

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Organisational Structure

Better Leeds Communities is organised, so the trustees meet regularly to manage its affairs and provide strategic direction. The organisations day-to-day management is undertaken by the Chief Executive Officer who is directly accountable to the Chair and collectively the wider Board of Trustees; and the and Enterprise Manager who is directly responsible to the CEO.

The CEO manages the Debt, Generalist, Housing, Support & Engagement and Community Teams; the Debt Team are managed by Debt Supervisor; and the First Contact Team is managed by the Enterprise Manager. The Enterprise Manager is responsible to the Chief Executive Officer and the Board for managing the charity's finances. Income generation is the responsibility of the Enterprise Manager. Remuneration for key personnel is reviewed by the Board of Trustees on an annual basis with reference to the NJC pay scales.

Risk Management

Consideration of risk is an ongoing aspect of all project planning, monitoring, and quality assurance. Many procedures such as authorisation, monitoring and reporting, staff vetting and appraisal, safety procedures for staff, property and clients, and adequate insurance cover are in place; and security equipment has been installed to safeguard against theft from the building. We continue to invest in training, resources, and development of new policies on all aspects of safety in the workplace.

The principal financial risk to the charity is the loss of income through major contracts coming to an end and the risk of being unable to secure continuation funding. The trustees review this risk on a regular basis and keep a risk register. The Board holds strategy meetings to plan for the future and ensure that the charity remains responsive to new opportunities. Decisions taken at these meetings inform the future direction of the charity.

3. Our Aims and Objectives

The main object of the charity is the promotion of any charitable purpose for the benefit of the inhabitants of, principally but not exclusively, the local government area of Leeds and its environs, and more particularly the promotion of learning and social inclusion amongst the inhabitants of the area and the provision of facilities in the interests of social welfare, recreation, and leisure time occupation.

The organisation provides a range of services and activities in pursuance of these objectives including legal advice in welfare benefits, debt, and housing. We deliver social prescribing services across Leeds in partnership with service leads, and deliver intensive, holistic support packages to individuals in financial crisis. Additionally, we also work alongside local residents to develop participatory activities that they have pride in and ownership of, including coordinating and delivering community activities and fun days; and run a personalised community leadership programme developing skills, confidence, and civic participation. In addition, within our building we house specialist facilities (including training and interview rooms, a dance studio, and a kitchen) to run our own activities and to cater for the needs of community groups, public and private sector organisations.

Having such excellent community-based facilities means that we can readily host the local MP and Councillors' surgeries, and many other public events and meetings.

Better Leeds Communities' staff and volunteers are guided by the following set of values that positively influence the culture of the organisation: Our values are:

Excellence - We are ambitious for Leeds, we are committed to delivering high quality, continuous improvement and value for money.

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Collaboration - Partnership is at the centre of all we do, we work positively with others to achieve more for the people who use our services.

Inclusion - We value diversity, we promote equality. Our services are open, accessible and our opportunities are available to all. We are always welcoming, encouraging, and respectful.

Sustainability - We are innovative, forward looking, and creative. We are enterprising, relevant, and progressive in pursuit of our vision.

The trustees confirm that they have referred to the Charity Commission's guidance on public benefit when reviewing the aims of the Centre and its future activities.

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4. Our Achievements and Performance

Chair's Report

I am pleased to introduce Better Leeds Communities. Annual Report 2020-2021 which sets out for our clients, supporters, staff, funders, and the public our work and achievements during the year and our future plans. I would like to thank the Directors/ Trustees, the Senior Management team and all of our staff for their hard work during a challenging period, which included a full year of responding to the Covid 19 emergency.

The services that we provide continue to be much needed by our clients. However, the emergency meant that because of government regulations and guidance we were unable to provide these services face to face with our clients. Nevertheless, client services were maintained during the year by the use of telephone and video technology. Our staff and managers deserve great credit for the way that they adapted to this technology and the Board of Trustees are very grateful for their flexibility and resilience during this difficult time.

During 2019-20 we managed to restore our financial reserves to previous levels, and I am pleased to report that that this trend continued in 2020-21. A reasonable surplus was achieved in 2020-21, notwithstanding the very difficult working conditions caused by the Covid emergency. Our funders were extremely supportive during this period, allowing our services to continue to be provided and accepting that it was impossible to meet previously agreed volume targets because of the legal and health constraints that had to be implemented. We entered the current financial year with healthy cash balances which enable us to face the future with confidence.

We are very keen that the Burley Lodge Centre is seen as a community resource and that the building is well used by community groups and other partners. Unfortunately, government restrictions meant that these activities were severely restricted during the year. We have taken the opportunity of the closure period to upgrade our building and our IT facilities to improve our service standards even further. We will be actively promoting the use of our facilities as regulations and safe working practices allow.

During the course of 2020-2021 we retained all existing Trustees and held regular Board meetings via Zoom. I am very grateful to my fellow Trustees for continuing their involvement during this very difficult period.

I would like to record my thanks to all our staff, funders, and partners for their support during these difficult times and to reinforce our determination to play an active part in the challenges that we all face in the years ahead.

Neil Canwell
Chair of Trustees

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Chief Executive's Report

The last year was a huge challenge globally, nationally, and locally for organisations and individuals alike. The Covid-19 pandemic created a period of unprecedented disturbance to our operational delivery and many of our service users were disproportionately affected by the consequences of the virus. Poverty, insecure employment and housing and health and race inequalities had combined to put many of our clients at significant and enduring disadvantage. Additionally, a closed down economy resulted in those of our clients that were 'just about' managing, finding themselves stretched to crisis point both financially and emotionally. Food and Fuel Poverty meant increasing numbers approached us in crisis for financial support.

As society closed down and staff were mandated to work from home, we had secured the infrastructure to afford our staff the resources they needed to fulfil the duties of their roles. However, our organisational responsibilities for our staff became focussed equally on their health and wellbeing as they undertook complex and emotionally charged work from their private homes. The challenges faced by our staff and the reliance and compassion demonstrated is a source of immense pride for me as are their achievements and creativity given the challenges they faced.

In the coming year, the Government will publish a landmark Levelling Up White Paper, articulating how improving living standards and bold new policy interventions will improve opportunity and boost livelihoods across the country as we recover from the pandemic. We await the paper in anticipation of it offering hope and resources to support the rebuilding of communities and individuals.

The close of the financial year saw our staff team returning to working from the Burley Lodge Centre on a phased basis. We welcomed staff back to start to engage in their client work in the supportive environment of the workplace, amongst colleagues and managers.

Better Leeds Communities closes the year in a strong position both financially and strategically. We are expecting demand for services to surge over the next year as the impact of lockdowns and associated rising unemployment filters down to communities. We reaffirm our commitment to empowering people, working co-operatively with partners, and co-producing our services and activities. We remain committed to ensuring that we continue to work holistically with individuals and families in order to achieve demonstrable long lasting change in their lives.

We thank all of our stakeholders, particularly our funders who have been understanding and supportive of our challenges. We look forward to working with all our supporters in the coming year.

I would like to take this opportunity to thank our team of staff and volunteers for all their commitment and dedication, without their enthusiasm for the work and commitment to our service users we would be unable to achieve such excellent outcomes.

I am also extremely grateful to the Directors/Trustees for their continued energy and commitment to our mission.

Taira Kayani
Chief Executive Officer

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5. Our Services

Advice Services

Debt Advice Service

The Debt Advice Service delivers debt advice sessions to Leeds residents. The service is funded by the Money and Pensions Service (MaPS) through Citizen Advice.

The Debt Service provides detailed Debt Casework, when needed, and a wide range of support including negotiations with creditors, agreement to debt write offs, assistance with court proceedings, discussions with enforcement agents, and advice on the full range of statutory debt solutions; plus help with income maximisation and financial capability.

Referrals come from a wide variety of agencies and organisations including Leeds Voluntary Sector organisations, Housing Support Workers, GP surgeries, self-referral and from Better Leeds Communities services.

The services Specialist Debt Advisors deliver advice on a range of debt issues including credit and store cards, mortgages, and utilities; and they are qualified to act as approved intermediaries for Debt Relief Orders when appropriate to client situations. In year Advisors have continued to see an increase in the complexity of debt problems and in number of debts each client presents, and the added complexity of appointments being via telephone or video due to the COVID-19 pandemic – this has resulted with an increase in the time spent supporting clients

The contract requires our Advisors to engage in continuing professional development to ensure delivery is up to date and appropriate advice given; and there continues to be an emphasis on quality as well as quantity of deliver required.

As a result of Government COVID-19 legislation we started the year, during the first national ‘Lockdown’, delivering the service via telephone, video, and email. With the lifting of restrictions over the summer we had planned to recommence face-to-face delivery from October 2020. However, with the guidance to return to ‘home working’ during September 2020 and then subsequent ‘Lockdowns’ this was not possible during the financial year.

The project dealt with 463 new cases in year, continued to work with 76 clients from the previous year and supported clients responsible for the care of 492 children. In year the funder ‘relaxed’ project targets in recognition of the reduced ability for people to engage with support agencies due to COVID-19 legislation and because of the government support packages that introduced ‘payment holidays’ for monies owed.

A breakdown of client debt levels show that:

8 clients had between 20 and 27 debts

61 clients had between 10 and 20 debts

163 clients had between 5 and 9 debts

Money and Pensions Service (MaPS) and Citizen Advice – Increased Debt Advice Capacity 2020

In September 2020 we were awarded funds to ‘onboard’ a Trainee Specialist Debt Adviser. The

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Adviser commenced training on the 30th November 2020 and the post is funded for 12 months.

Training has taken place online due to Government COVID-19 legislation and the Adviser will start to support clients in the new financial year.

Children's Centres

The Childrens Centre service is funded by Citizen Advice Leeds and is aimed at those responsible for (or expecting) a child under 5 years of age in Leeds - with the advent of the COVID-19 pandemic we held discussions with the funder, at the end of the previous year due to concerns that many families with children over 5 years of age would struggle due to the COVID-19 pandemic and as a result, it was agreed that we could support families with children 16 years and under during the year.

Referrals are received from numerous sources, including Citizen Advice Leeds, Family Support Workers, and self-referrals.

Our Generalist Advice Workers deliver advice on Welfare Benefits, housing, debt, and immigration; assist clients with form filling, benefit appeals and mandatory reconsideration; and signpost to other services provided by Better Leeds Communities and those of appropriate external organisations depending on client needs.

In year we had planned to continue to deliver our services from the previous year's venues of 8 Centre Centres and Community locations; however, this was not possible due to Government COVID-19 legislation, and we continued to deliver as we had ended the previous year via telephone, video, and email. At several points during the year, we had discussions with two Childrens Centres to commence face-to-face delivery, but this was not possible due to the guidance to return to 'home working' during September 2020 and then subsequent 'Lockdowns'.

In year we continued the previous year's promotion of the service through the Advice Service, First Contact Team, social media. Additionally, we had new printed literature produced and distributed this to Foodbanks, Leeds Baby Bank, and schools in the Burley area.

In year the funder 'relaxed' project targets in recognition of the reduced ability for people to engage with support agencies due to COVID-19 legislation and because of the government support packages that introduced 'payment holidays' for monies owed.

During the year, the Advice Workers supported nearly 400 new parents/carers clients, which supported 593 Children and led to a calculated financial gain of £153,619.0.

Housing Advice Service

Housing Our Housing Service delivers housing advice to Leeds residents and is funded by Citizen Advice Leeds The service provides detailed advice to 'Casework' level; supports those who are homeless or at risk of homelessness, or in need help with an urgent housing - including referral to some temporary accommodation schemes; and advises on a wide range of issues including renting, housing options after relationship breakdowns, tenants' rights and obligations, harassment, repairs and legal procedures, and can also refer you to some temporary accommodation.

Clients continue to present with complex housing needs that increases the time and intervention required; and we are also seeing clients that have multiple complexities in their lives including debt and poor wellbeing.

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Due to Government COVID-19 legislation we started the year, during the first national 'Lockdown', delivering the service via telephone, video, and email. With the lifting of restrictions over the summer we had planned to recommence face-to-face delivery from October 2020. However, with the guidance to return to 'home working' during September 2020 and then subsequent 'Lockdowns' this was not possible.

During the year, Housing Advice delivered 208 appointments which supported 181 people

Henry Smith

The Debt Outreach Service, funded by The Henry Smith Charity, aims to bring about lasting change to people's lives through reducing social and economic disadvantage. The service is client focused and works with individuals to plan and identify routes forward to improve their health and wellbeing at their own pace. Clients are identified through the city-wide Social Prescribing service Linking Leeds which works in city's General practice Surgeries. In April 2020, the service entered the final three months of its then contract.

Clients have a wide range of needs including substance misuse, homelessness, mental ill health, long term health conditions, and disabilities which impact on their ability to engage with services. The service offers a flexible and person-centred model of delivery with appointments arranged to accommodate the

complexity of clients' life circumstances - flexibility around location allows clients to engage and reduces barriers such as transport and childcare costs which can prevent people from accessing mainstream advice services.

When additional issues are identified clients are supported to access Better Leeds Communities wider services or partners to ensure a holistic approach to their needs.

In year, as with previous years, client feedback continued to evidence the excellent outcomes achieved. Clients told us that our support resulted in them feeling more optimistic; that they have had an improved sense of how to deal with their problems; felt more relaxed and could think more clearly; had improved financial stability; and were more likely to avoid homelessness.

Demand for the service reduced during the first three months of the year as a result of COVID-19 legislation, the first national 'Lockdown' and General Practice surgeries closing. Our Specialist debt Advisor spent their time providing additional support for existing clients and ensured that support was either completed or in place for the project cessation.

During the operational period of the financial year the service supported 8 new clients and continued support for 14 clients from the previous year.

The service ended in June 2020.

Henry Smith 2020-2023

In late September 2020 we were awarded a new three-year contract by The Henry Smith Charity. The service commenced in November 2020 and has worked under Government COVID-19 restrictions and national 'Lockdowns'.

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Initial client feedback replicates that seen previously that they feel that our support has resulted in them feeling more optimistic and that they have an improved sense of how to deal problems; that they feel more relaxed and were thinking more clearly; that their financial stability had improved; and were less likely to become homeless. However, it is also evident that the social affects of the COVID-19 pandemic are putting an extra strain on clients.

During the operational period of the financial year the service has supported 29 new clients which is lower than expected, but has been affected by COVID-19 legislation, the second and third national 'Lockdowns' and General Practice surgeries still being closed.

Stronger Families

Stronger Families is a collaboration of third sector organisations across Leeds and Bradford. It is funded by the European Structural and Investment Funds (ESIF) via the Community Lottery and managed by the DWP – local management is provided by Leeds City Council.

Stronger Families supports parents to access training, start job searching and find employment - Better Leeds Communities supports parents to do this by providing Specialist Debt and Housing Advice for families struggling with unemployment, low school attendance, physical health, social emotional and mental health issues, and financial exclusion.

To be eligible for support people must:

- have a dependent child
- have the right to work in the UK
- not be in paid work

Clients are allocated a Key Worker to support them to access specialists who can help with:

- Health and wellbeing
- Debt issues, housing advice, budgeting, and benefits advice
- Preparation for work

As we had ended the previous financial year, we continued from April 2020 to deliver the service via telephone, video, and email as a result of Government COVID-19 legislation. In year as with our other advice services we aimed to restart face-to-face delivery from October 2020. However, with the guidance to return to 'home working' during September 2020 and subsequent 'Lockdowns' this was not possible during the financial year.

During the year the client referral flow has been sporadic – potential clients have not come into the Stronger Families programme due to Government COVID-19 legislation and the pandemic; and engagement has been more difficult with clients due to the inability of their Keyworkers to provide in person support.

Our Specialist Debt & Housing Advisors continue to report that those accessing support continue to present with complex issues and require longer periods of support; and it is evident that the restrictions of the pandemic are affecting families lives.

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The service aims to support 64 clients during a contract year. During the year the service supported 66 new clients, 50 less than the previous year, and continued support to 33 clients from the previous year; and our work with new clients supported the carers of 117 children. Whilst most clients had fewer than 5 debts 8 had over 15 debts with the total client debt being £591,928. Additionally, families had a calculated financial gain of £120,709.00.

Horizons

Horizons is a five-year project funded by the Big Lottery which is delivered in partnership with Leeds Mind. In July 2020 the project started its fifth and final year of delivery.

Horizons works to reduce the immediate and medium-term impacts of severe financial hardship, and levels of hardship-related crisis for Leeds residents; and aims to better equip people to manage and exit hardship-related crisis through peer support, advice, and advocacy. It seeks to do so by:

- Improving the circumstances of people experiencing financial hardship and/or destitution
- Developing crisis management skills; and
- Providing a safe space and increased opportunities for those experiencing hardship crisis to shape policy

The service remit is to deliver independent, professional, and impartial advice through attendance at Foodbanks and through one-to-one ongoing support - our Support & Engagement Workers support clients to access services and assist with relevant paperwork. Horizons also runs Peer Support workshops and courses to share knowledge and learn life skills as a way to prevent future crisis.

We started the year delivering the service via telephone, video, and email as a result of the closure of Foodbanks and Government COVID-19 legislation.

In year we undertook discussions to restart face-to-face delivery at 2 of our previous 8 Foodbank locations but this was put on hold with the guidance to return to 'home working' during September 2020 and subsequent 'Lockdowns'.

Throughout the year engagement with potential clients has been difficult due to the city's Foodbanks being closed – we have had Horizon's literature placed in food parcels that have been delivered by the Foodbanks, but we know that initial interaction with our client group is key to engagement.

During the financial year Horizons has supported 88 new clients and 22 clients from year four continued to receive support; 32 clients were aged over 50 years of age with the oldest client being 87 years of age; and there was a financial gain for clients of £81,312.00.

Lloyds Foundation – Response to COVID-19

We successfully applied to Lloyds Foundations for funding that was exclusively for organisations already receiving project funding to support our work during the COVID-19 pandemic.

The funds were used to purchase equipment to improve the working experience of our staff whilst home working; and ensure we delivered the best possible service experience to our clients

The Clothworkers Foundation

Better Leeds Communities were awarded funds to purchase printers and consumables, and phones to

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enable us to be able to deliver our services during Government COVID-19 legislation restrictions. These purchases allowed our staff to be able to work safely from home during the COVID-19 pandemic and stopped the need for travel to the office for administration functions.

The George A Moore Foundation

We applied to the Foundation for funds to purchase USB and Bluetooth Telephone Headsets so that our staff could provide our services whilst working from home Government COVID-19 legislation restrictions. Additionally, when we are able to return to working from the office the headset will improve the work experience of our staff and the quality of service for those we support.

100% Digital Leeds City Council

The 100% Digital Fund created by Leeds City Council to support the voluntary sector and local communities during the COVID-19 pandemic.

Better Leeds Communities were awarded funds to purchase equipment to enhance our telephony service to clients supported by our service offer.

Asda Foundation

As part of their response to the COVID-19 pandemic Asda Foundation made awards to help those in crisis due to financial difficulties.

Better Leeds Communities were awarded funds to provide emergency food parcels for clients we are supporting across our service provision.

Leeds City Council Covid Business Support

Our Burley Lodge Centre was classed as a business that was unable to trade or have restricted trading due to the COVID-19 pandemic.

As a result of classification our Business Rates for the financial year was cancelled, and we received financial support through the available grants.

HMRC Furlough Scheme

As a result of the COVID-19 pandemic and the inability of our Room Hire business to trade due to Government COVID-19 legislation restrictions we placed a number of staff on furlough who have remained on the scheme throughout the financial year.

Communities and Families

Burley Voices

In September 2020 we were awarded funding from The National Lottery Community Fund Coronavirus Community Support Fund to fund Burley Voices a Digital Community for women living in the Burley area of Leeds that would provide them with support and keep them connected during COVID-19 social restrictions.

‘Burley Voices’ enabled women living in Burley to spend time together doing things they enjoyed and could benefit from; improved personal wellbeing and community cohesion; and reduced social isolation.

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Burley Voices digitally offered a range of activities and groups run on a video platform; and the project worked to build confidence in attendees to return to 'actual' events in the community when the COVID-19 situation allowed.

The project commenced in October 2020 and ended on 31st March 2021.

Co-op Food In-Kind Support

We were nominated by the local Co-op store on Cardigan Lane, Leeds to receive support for members of the local community during the COVID-19 pandemic who were participating in the Burley Voices project.

The purchases were Burley Voices mugs, hand creams, 3 Fire Tablets, 10 Yoga Mats and Craft Supplies.

My Place

My Place, funded by the Lloyds Foundation, provides Housing Support alongside our existing Specialist Housing Advice provision. The service commenced in September 2018 and is initially funded for three years.

The service works with people experiencing multiple disadvantage at a critical point in their life such as living in the private rented sector and struggling to pay high rent costs due to low incomes, reducing housing benefit, the introduction of Universal Credit and the benefits cap which are causing many vulnerable people to become homeless, on the verge of homelessness or vulnerably housed.

My Place's aim is to transition people from a position of no accommodation or being vulnerably housed to managing a tenancy/accommodation; and works to address a range of other transition and progression outcomes that are linked to participants being able to manage a tenancy/accommodation.

My Place supports people to feel safer, build resilience, be independent and able to make positive choices; be more able to manage mental health issues; to have improved self-esteem/confidence and physical health, aims to reduce isolation and stress/anxiety; and have increased support networks.

The service is normally delivered face to face by a Support Worker who attends appointments with clients and where appropriate undertakes interventions on their behalf. However, we started the year as we had ended the previous working under Government COVID-19 legislation and delivering the service via telephone, video, and email.

During the year, the project exceeded its target of supporting 70 Leeds residents providing support to 123 people, 32 of whom were over 50 years of age.

Money Matters

Money Matters was funded by NatWest Skills & Opportunities Fund and commenced in November 2018. The project was extended to June 2020 during the 2019/2020 financial year; and in April 2020 it was agreed that the service could be extended until November 2020.

Our Money Matters Mentor supported parents to better manage their finances and financial priorities, improve income levels and build skills to help prevent financial difficulties; aimed to alleviate high levels of child poverty experienced by children when their parent's income is lower than average household incomes; and to improve their mental and physical wellbeing.

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The Mentor undertook income and benefit checks; gave basic support with budgeting; and signposted to services appropriate to their needs.

Due to Government COVID-19 restrictions the service was delivered via telephone and video as we were unable to offer one-to-one support sessions from our Burley Lodge Centre, Foodbanks, community venues or community events. In year the service supported 68 but we were unable to deliver workshops.

Money Matters ended in November 2020.

Social Prescribing

Linking Leeds

Linking Leeds is the integrated city-wide Social Prescribing service for people in Leeds that links individuals with a range of local community services to improve social, emotional, and mental wellbeing. It is commissioned by NHS Leeds Clinical Commissioning Group.

The service is a consortium of seven local partners, including Better Leeds Communities, who have over a decade of collective experience delivering Social Prescribing to the people of Leeds. The service commenced delivery on the 1st September 2019. Linking Leeds provides Social Prescribing for all Leeds residents aged 16 years and above and responds to the specific health profiles of communities.

Linking Leeds is aimed at anyone who may benefit from better links with their local community, including those who want to improve their general health and wellbeing. It can connect people with a range of services in their area, including mental health support, fitness classes, volunteering or employment opportunities, faith groups, money or housing services and hobby groups.

Our Wellbeing Coordinators started the year as they had ended the previous, working from home, and delivering the service via telephone, video, and email as a result of Government COVID-19 legislation. Client numbers were below target throughout the year as patients were not visiting General Practice Surgeries and so not being referred to the service. Throughout the year discussion took place about a return surgeries but come the autumn and the return to restrictions this did not take place. During the final few months of the financial year staff assist with the promotion of the COVID-19 Vaccination Programme and at Vaccination Centres.

Services and Room Hire

First Contact Service

The First Contact Team, which includes our Casual First Contact Team who work evenings and weekends, is the welcoming face of the organisation and is the first point of contact for all clients, customers, contractors, and funders coming into Better Leeds Communities services and facility.

At the start of the Government COVID-19 legislation restrictions we placed members of the team on to the Government's Job Retention Scheme (Furlough) due to the requirements to close our Burley Lodge Centre to Room Hire customers. As restrictions were lifted and some custom returned, we were able to bring staff back on reduced hours and in line with the scheme's requirements, but due to the lack of custom during the year staff have remained on Furlough throughout.

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The First Contact delivery element that supports our service delivery continued throughout the year working from home except when Room Hire Bookings were taking place. They ensured that calls were answered in a timely manner and that emails were replied to within 3 days.

Room Hire

In year, and as a reflection of bookings during 2019/2020 we had hoped to grow the business. However, the room booking income target of £55,000 fell short by over £40,000 due to periods of complete closure, some limited operation under strict regulatory COVID-19 guidance and a reluctance or inability of some groups to return due to concerns over their group's health.

During the summer we took the opportunity of the building not being open to customers, and with staff working from home, for decoration internally and externally; and new lighting has been fitted in the majority of the building. Further new chairs have been purchased along with new projector screens and white boards for the training rooms.

6. Financial review

Much of the new funding available for the voluntary sector during the 2020-2021 financial year was directed towards efforts to support organisations and individuals affected by the global Coronavirus Pandemic. The response from many funders was helpful to organisations that were either already preparing for IT infrastructure changes to enable remote working or those that needed to quickly move to remote working. Long term funding programmes were put on hold and funds were instead directed towards the immediate concerns associated with delivering services to those adversely affected by the global pandemic, either by way of effects on health or the financial fallout of the associated economic situation. Better Leeds Communities has successfully applied for several funds that have supported our move to cloud computing and a web-based telephone platform. The funds have enabled our staff to have access to headsets and printers as well as laptops. We have also been able to access project funds to support clients with digital inclusion through access to tablets and data. These funds have provided a lifeline to people who did not have the technology to engage in support sessions and other services only available to them digitally.

Income over the year decreased from £707,582 to £689,242, which was due to COVID-19 and Government COVID-19 legislation restrictions which resulted in the closing of our building. As a result of investment in the building and equipment there was a small increase in costs from £635,463 in 2019/2020 to £649,012 in 2020/2021. This left an overall net gain of £40,230 made up of £51,228 of unrestricted funds and (£10,998) of restricted funds.

Funding came from a variety of statutory and non-statutory bodies. Better Leeds Communities is grateful to all our funders, especially in these difficult times, for helping the organisation to work towards its mission of creating opportunities that enable Leeds residents to achieve their potential by raising aspirations, removing barriers, and developing abilities that lead to a better life.

Reserves policy

The trustees have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the charity should be adequate to ensure that current

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2021

levels of activity could continue for at least six months during a period of unforeseen difficulty. At 31 March 2021 the total reserves were £556,267. Of this £40,518 are restricted and not available for general use and £185,385 are held as functional fixed assets. This leaves the level of free reserves amounting to £330,364 . This provides adequate wind down costs should this be necessary. This reserve level, together with ongoing sources of income, give the trustees the confidence to consider that this reserve is sufficient to meet the above objective.

The free reserves are required to:-

1. Finance new and existing projects until such time as funds are received from the relevant grant making body, where appropriate.
2. Finance an orderly close-down of BLC should the need arise.
3. To ensure that there are adequate Reserves to finance repairs to the building – we are responsible for full repair costs

7. Funders

Better Leeds Communities would like to thank its funders during the 2020-2021 financial year . It is only with the continuation of funding being available that we have been able to continue to deliver the much-needed services for Leeds residents.

Asda Foundation
Big Lottery Fund
Citizens Advice Bureau
Citizens Advice Leeds
Coop Food
The Henry Smith Charity
European Structural and Investment Funds/Leeds City Council
Leeds City Council
Lloyds Foundation
NatWest
NHS Leeds Clinical Commissioning Group
The Clothworkers Foundation
The George A Moore Foundation

8. Plans for future periods

During the forthcoming financial year, as our plans were not achievable in during 2020-2021, we will revert to our long-term plan to continue to explore how we can ensure the sustainability and expansion of services to Leeds residents during the financial year 2021-2022; we will continue with a focus on the development of community assets and strong local partnerships; and continue to empower our clients to make informed choices about their lives via the provision of quality services.

In the financial year 2020-2021 the organisational plan was to review our services and income streams with an aim to expand services going forward. However, the advent of COVID-19 made us reassess our plans and consider financial implications that the pandemic may bring. During 2021-2022 we will continue to apply for funding and look to grow our Room Hire Business when conditions allow.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2021

During the year there is a plan to continue with the upgrade of the Burley Lodge Centre and invest in the Room Hire business.

9. Response to COVID-19 2020/2021 2021/2022

We started the financial year 2020-20 as we ended the previous year with the staff team working from home due to the Government COVID-19 legislation restrictions and this position remained until the guidance was updated in the summer of 2020.

Impact on achievements and performance in year were limited throughout due to the COVID-19 pandemic. When our service delivery model changed at the end of the previous year, we initiated conversations with funders to explain our position, about how we would deliver services and to discuss any implications to targets; and continued this into the 2020-2021 financial year. Funders assured us of the understanding across the sector that targets would not be achievable and agreed to relax them and expand client criteria so that we could ensure that Leeds residents continued to be supported in challenging times.

Discussions with one funder, for a project due to end in June 2020, led to the project being extended to the end of November 2020 to enable us to provide continued support during this challenging time for many.

Our future plans have been affected by COVID-19. Two funding decisions due in March and April 2020 - with an aim to launch services in July 2020 - were delayed until September and November 2020. However, as these applications funds have not been included in our 2020/2021 Budget there were no financial implications to the organisation, although it meant support for vulnerable people and a resumption of community activities were delayed. Additionally, our plans to grow in year were hampered by the shift of funders to mainly providing short-term COVID-19 funding; whilst other funds were delayed in opening until the later months of the year.

During 2021-2022 we will continue to seek funds to grow the organisation but recognise that this may be difficult due to a reduced number of suitable funds to apply to.

The organisation investments (reserves) are held in FCA approved investments. Interest received was already at a low level due to the continued effects of the 2008 Financial Downturn and we had not planned for any increase in monies during the 2020-2021 financial year. Although we had not budgeted to call on our Reserves in year there was the uncertainty of when we could restart our Room Hire business and with prudent management of our finances the need did not arise. Going forward we have budgeted for reduced Room Hire income to reflect the slow reopening up of society over the Spring of 2021 and taking into account that there may be further restrictions over the winter months if 2021/2022. However, if the need did arise, we do not see any call affecting our ability to operate or affect the legal financial requirements of being an employer, charity, or business.

In year we made improvements to the facilities and equipment associated with our Room Hire business and are seeking to do so further during 2021-2022 so that we have a quality offer in what may be a more competitive market after social distancing restrictions end.

During the previous financial year there was an aspiration to develop our fundraising strategy to increase unrestricted funds starting at a low level of under 1% of income. Due to the ongoing effects of the COVID-19 pandemic we have not included this as a component of the 2021-2022 budget as we feel that the 'market' will be crowded and that there are causes that people will see more attractive.

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2021

We continued to support our staff during the ongoing COVID-19 restrictions. Weekly team meetings are held on a digital platform, an encrypted social media group has been setup to keep staff in contact and support each other with work related issues; and our new 'Softphone' platform allows staff to keep in

contact. The CEO undertakes monthly one-to-one communication with all staff. We also helped our staff with the costs of working from home as we recognised the additional costs of being at home.

As we move back to working from our Burley Lodge Centre there is a phased return to help readjust to working from the office; we have registered to be a COVID-19 Workplace Test Centre and have been provided with 'Lateral Flow Tests', and we have been provided with Personal Protective Equipment (PPE).

The 'Casual First Contact' team members, due to the Room Hire business being closed or working at a reduced capacity have remained on the Government Job Retention Scheme (Furlough) throughout the year and it is likely that they will remain on it until September 2021. In year the Board agreed to pay the additional 20% of the 'Casual First Contact' team members monthly pay for the first three months.

We continued to support those clients we were working with prior to the 'lockdown' and have worked with new clients in year. Whilst across the projects we saw fewer clients than normal staff reported throughout the year that they were supporting people for longer periods of time due to their anxieties, and difficulties with obtaining relevant paperwork. However, it was also found that some clients were more forthcoming about their issues due to not being in a face-to-face situation.

Throughout the year we have been able to offer face-to-face support in exceptional circumstances after, seeking guidance from the Local Authority, but we found that clients have preferred not to seek support in person. There is a concern going forward that many people will find it difficult to interact in person again and there will be others who do not wish to. Going forward as restriction are lifted, we are aiming to return to face-to-face work in the autumn but see our offer going forward as being blended, with telephone and video as an option.

In year we were fortunate to obtain funds to purchase IT equipment; moved our telephone system to 'Softphones'; and had a new Wi-Fi system installed. We are now able to offer our clients an improved service experience and improved the working experience of our staff. Additionally, we are now in a position of that if there were a need to return to 'home working' during the period November 2021 to October 2022 that this would not be an issue and could be undertaken with the minimum of disruption to service.

We will continue to consider costs that may continue with regard to the impacts of future COVID-19 control measures, to open our building, and have calculated that these will remain minimal. However, we are aware that these will need to be kept under consideration in line with any future government guidelines.

Considering our position at the end of the 2020/2021 financial year, funding for the 2021/2022 financial year, plans for service expansion, and the reserves position the Board are confident that the organisation can continue operating and paying liabilities as they fall due for at least twelve months from when the accounts are signed and that there are no material uncertainties

10. Statement of the Board of Directors' responsibilities

The trustees (who are also directors of Better Leeds Communities for the purposes of company law) are responsible for preparing the Report of the Board of Directors and the financial statements in accordance

Better Leeds Communities
Report of the Board of Trustees/Directors for the year ended 31st March 2021

with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity will continue in operation The Board of Directors is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the Board of Directors is aware:

- There is no relevant audit information of which the auditors are unaware
- The Board of Directors has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information The Board of Directors is responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

11. Auditors

Slade & Cooper Ltd were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

Approved by the Board of Directors and signed on its behalf by

Neil Canwell (Chair)

Date: 28/09/2021

Independent Auditor's Report to the Members of Better Leeds Communities

Opinion

We have audited the financial statements of Better Leeds Communities (the 'charitable company') for the year ended 31 March 2021, which comprise the Statement of Financial Activities (including the income and expenditure account), the Balance Sheet, the Statement of Cash Flows and the related notes. 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 March 2021, 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 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information

Independent Auditor's Report (continued)

and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 19, 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,

Independent Auditor's Report (continued)

and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

- enquiry of management and those charged with governance around actual and potential litigation and claims.
- enquiry of the charity's staff, management and those charged with governance to identify any instances of non-compliance with laws and regulations.
- reviewing minutes of meetings of those charged with governance.
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

**Independent Auditor's Report
(continued)**

Use of our report

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

Catherine Hall FCCA DChA

Senior Statutory Auditor

for and on behalf of

Slade & Cooper Limited

Statutory Auditors

Beehive Mill

Jersey Street

Manchester

M4 6JG

Date: 22/10/2021

Better Leeds Communities
Statement of Financial Activities
(including Income and Expenditure account)
for the year ended 31 March 2021

	Note	Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	3	37,069	-	37,069	6,250
Charitable activities:	4				
Advice Service		-	464,529	464,529	467,476
Communities and Families Services and Room Hire		- 11,367	175,969	175,969	182,086
Investments	5	308	-	308	631
Total income		48,744	640,498	689,242	707,582
Expenditure on:					
Charitable activities:	6				
Advice Service		-	424,825	424,825	412,504
Communities and Families Services and Room Hire		- 48,218	175,969	175,969	185,244
Total expenditure		48,218	600,794	649,012	635,463
Net income/(expenditure) before net gains/(losses) on investments		526	39,704	40,230	72,119
Net income/(expenditure) for the year	8	526	39,704	40,230	72,119
Transfer between funds		50,702	(50,702)	-	-
Net movement in funds for the year		51,228	(10,998)	40,230	72,119
Reconciliation of funds					
Total funds brought forward		464,521	51,516	516,037	443,918
Total funds carried forward		515,749	40,518	556,267	516,037

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Better Leeds Communities
Company number 1754257
Balance sheet as at 31 March 2021

	Note	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	13		185,385		196,907
Total fixed assets			185,385		196,907
Current assets					
Debtors	14	24,298		17,118	
Cash at bank and in hand		370,357		322,121	
Total current assets		394,655		339,239	
Liabilities					
Creditors: amounts falling due in less than one year	15	(23,774)		(20,109)	
Net current assets			370,881		319,130
Total assets less current liabilities			556,266		516,037
Net assets			556,266		516,037
The funds of the charity:					
Restricted income funds	16		40,518		51,516
Unrestricted income funds	17		515,749		464,521
Total charity funds			556,267		516,037

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 28 to 44 form part of these accounts.

Approved by the Board of Directors on 28/09/2021 and signed on their behalf by:

Neil Canwell (Chair)

Better Leeds Communities
Statement of Cash Flows
for the year ending 31 March 2021

	Note	2021 £	2020 £
Cash provided by/(used in) operating activities	20	55,275	90,664
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		308	631
Purchase of tangible fixed assets		(7,346)	(3,030)
Cash provided by/(used in) investing activities		(7,038)	(2,399)
Increase/(decrease) in cash and cash equivalents in the year		48,237	88,265
Cash and cash equivalents at the beginning of the year		322,121	233,856
Cash and cash equivalents at the end of the year		370,358	322,121

Better Leeds Communities
Notes to the accounts for the year ended 31 March 2021

1 Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), second edition - October 2019 (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Better Leeds Communities meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required.

c Preparation of the accounts on a going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

d Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

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

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

e Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

f Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

g Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

h Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes delivery costs undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 7.

j Operating leases

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership, remain with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

k Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Leasehold improvements	Over the period of the lease
Fixtures, fittings & equipment	25% reducing balance
Computer equipment	33.3% straight line

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

l Debtors

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

m Cash at bank and in hand

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

n Creditors and provisions

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

o Financial instruments

The charity 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.

p Pensions

Employees of the charity are entitled to join a defined contribution 'money purchase' scheme.

2 Legal status of the charity

The charity is a company limited by guarantee registered in England and Wales and has no share

3 Income from donations and legacies

	Unrestricted £	Restricted £	Total 2021 £	Total 2020 £
CJRS grants	37,069	-	37,069	-
Donations in kind	-	-	-	6,250
Total	37,069	-	37,069	6,250
<i>Total by fund 31 March 2020</i>	<i>-</i>	<i>-</i>	<i>-</i>	

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

4 Income from charitable activities

	Unrestricted £	Restricted £	Total 2021 £	Total 2020 £
Asda Foundation	-	600	600	-
Big Lottery Fund	-	117,409	117,409	104,831
Citizens Advice Bureau	-	127,282	127,282	133,049
Citizens Advice Leeds	-	114,500	114,500	111,300
Clothworkers' Foundation	-	1,120	1,120	-
George A. Moore Foundation	-	630	630	-
Henry Smith Charity	-	28,350	28,350	47,500
Leeds City Council	-	630	630	-
Stronger Families	-	35,599	35,599	37,156
Lloyds Foundation	-	29,993	29,993	24,640
Natwest	-	8,416	8,416	9,000
	-	464,529	464,529	467,476
Advice Service	-	-	-	45,583
BARCA Leeds	-	-	-	18,451
Home Office	-	-	-	15,403
Leeds Mind	-	175,969	175,969	102,649
Linking Leeds	-	-	-	-
Communities and Families	-	175,969	175,969	182,086
Other income - room hire	11,277	-	11,277	49,081
Other income	90	-	90	2,058
Services and Room Hire	11,367	-	11,367	51,139
Total	11,367	640,498	651,865	700,701
<i>Total by fund 31 March 2020</i>	<i>51,139</i>	<i>649,562</i>	<i>700,701</i>	

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

Previous reporting period	Unrestricted £	Restricted £	Total 2020 £
Advice Service			
Big Lottery Fund	-	104,831	104,831
Citizens Advice Bureau	-	133,049	133,049
Citizens Advice Leeds	-	111,300	111,300
Henry Smith Charity	-	47,500	47,500
Stronger Families	-	37,156	37,156
Lloyds Foundation	-	24,640	24,640
Natwest	-	9,000	9,000
	-	467,476	467,476
Communities and Families			
BARCA Leeds	-	45,583	45,583
Home Office	-	18,451	18,451
Leeds Mind		15,403	15,403
Linking Leeds		102,649	102,649
	-	182,086	182,086
Services and Room Hire			
Other income - room hire	49,081	-	49,081
Other income	2,058	-	2,058
	-	-	-
	-	-	-
Services and room hire	-	51,139	51,139
Total	51,139	649,562	700,701

5 Investment income

	Unrestricted £	Restricted £	2021 £	2020 £
Income from bank deposits	308	-	308	631
	308	-	308	631

All investment income in the previous year was unrestricted

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

6 Analysis of expenditure on charitable activities

	Advice Service £	Communities and Families £	Services and Room Hire £	Total 2021 £	Total 2020 £
Staff costs	322,243	146,820	-	469,063	498,677
Administration	26,666	96	-	26,762	16,810
Depreciation	-	-	18,868	18,868	16,340
Project costs	16,057	-	-	16,057	21,075
Governance costs (see note 7)	-	-	6,303	6,303	6,901
Support costs (see note 7)	59,859	29,053	23,047	111,959	75,660
	<u>424,825</u>	<u>175,969</u>	<u>48,218</u>	<u>649,012</u>	<u>635,463</u>
Previous reporting period		Advice Service £	Communities and Families £	Services and Room Hire £	Total 2020 £
Staff costs		351,167	147,510	-	498,677
Accommodation		-	-	-	-
Administration		10,543	17	6,250	16,810
Depreciation		-	-	16,340	16,340
Project costs		18,374	2,701	-	21,075
Governance costs (see note)		-	-	6,901	6,901
Support costs (see note)		32,420	35,016	8,224	75,660
		<u>412,504</u>	<u>185,244</u>	<u>37,715</u>	<u>635,463</u>
				2021 £	2020 £
Restricted expenditure				600,794	603,998
Unrestricted expenditure				48,218	31,465
				<u>649,012</u>	<u>635,463</u>

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

7 Analysis of governance and support costs

	Basis of apportionment	Support £	Governance £	Total 2021 £
Staff costs	Time spent	77,619	-	77,619
Office costs	Time spent	34,340	-	34,340
Audit fees	Governance	-	3,944	3,944
Legal and professional	Governance	-	2,359	2,359
		<hr/>	<hr/>	<hr/>
		111,959	6,303	118,262
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Previous reporting period

	Basis of apportionment	Support £	Governance £	Total 2020 £
Staff costs	Time spent	32,011	-	32,011
Office costs	Floor area	43,649	-	43,649
Audit fees	Governance	-	2,760	2,760
Legal and professional	Governance	-	4,141	4,141
		<hr/>	<hr/>	<hr/>
		75,660	6,901	82,561
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

8 Net income/(expenditure) for the year

This is stated after charging/(crediting):	2021 £	2020 £
Depreciation	18,868	16,340
Loss or profit on disposal of fixed assets	-	-
Auditor's remuneration - audit fees	3,000	2,760
	<hr/> <hr/>	<hr/> <hr/>

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

9 Staff costs

Staff costs during the year were as follows:

	2021	2020
	£	£
Wages and salaries	482,898	465,352
Social security costs	38,739	35,918
Pension costs	23,737	20,958
Recruitment, training and travel	1,308	8,460
	546,682	530,688
	546,682	530,688
Allocated as follows:		
Charitable activities	469,063	498,677
Support costs	77,619	32,011
	546,682	530,688
	546,682	530,688

No employees has employee benefits in excess of £60,000 (2020: Nil).

The average number of staff employed during the period was 27 (2020: 24).

The average full time equivalent number of staff employed during the period was 19 (2020: 18).

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £55,346 (2020: £52,686).

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

10 Trustee remuneration and expenses, and related party transactions

Neither the management committee nor any persons connected with them received any remuneration or reimbursed expenses during the year (2020: Nil).

No members of the management committee received travel and subsistence expenses during the year. (2020:£nil).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2020: nil).

11 Government grants

The government grants recognised in the accounts were as follows:

	2021 £	2020 £
Leeds City Council	55,660	37,156
CCG - Linking Leeds	175,969	102,649
HMRC job retention scheme	17,638	-
Home Office - Building a Stronger Britain	-	18,451
	<u>249,267</u>	<u>158,256</u>

There were no unfulfilled conditions and contingencies attaching to the grants

12 Corporation tax

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

13 Fixed assets: tangible assets

Cost	Leasehold improvements £	Computer equipment £	Total £
At 1 April 2020	398,137	6,610	404,747
Additions	-	7,346	7,346
Disposals	-	-	-
	398,137	13,956	412,093
	398,137	13,956	412,093
Depreciation			
At 1 April 2020	204,176	3,664	207,840
Charge for the year	16,256	2,612	18,868
Disposals	-	-	-
	220,432	6,276	226,708
	220,432	6,276	226,708
Net book value			
At 31 March 2021	177,705	7,680	185,385
	177,705	7,680	185,385
<i>At 31 March 2020</i>	<i>193,961</i>	<i>2,946</i>	<i>196,907</i>
	<i>193,961</i>	<i>2,946</i>	<i>196,907</i>

14 Debtors

	2021 £	2020 £
Other debtors	1,736	2,954
Prepayments and accrued income	22,562	14,164
	24,298	17,118
	24,298	17,118

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

15 Creditors: amounts falling due within one year

	2021	2020
	£	£
Other creditors and accruals	13,331	10,899
Taxation and social security costs	10,443	9,210
Deferred income	-	-
	<hr/>	<hr/>
	23,774	20,109
	<hr/> <hr/>	<hr/> <hr/>

No accrual for holiday pay was required at the end of March 2021 (March 2020: £0)

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

16 Analysis of movements in restricted funds

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Advice Service					
Asda Foundation	-	600		-	600
100% Digital Fund	-	630	(630)	-	-
Burley Voices	-	9,993	(9,993)	-	-
Children's Centre	-	111,300	(94,229)	(17,071)	-
Clothworkers'	-	1,120	(1,120)	-	-
George A. Moore	-	630	(630)	-	-
Debt Outreach	17,210	-	(17,210)	-	-
Henry Smith					
2020/2023	-	28,350	(23,317)	-	5,033
Horizons	14,542	107,416	(89,474)	(12,239)	20,245
Leeds Advice					
Service	-	3,200	(3,200)	-	-
MaPS Trainee	-	18,888	(18,888)	-	-
Money Advice					
Service	-	108,394	(87,809)	(20,585)	-
My Place (Leeds)	14,192	24,857	(23,602)	(807)	14,640
My Place (Covid-19					
Funds)	-	5,136	(5,136)	-	-
Money Matters	5,572	8,416	(13,988)	-	-
Stronger Families	-	35,599	(35,599)	-	-
	<u>51,516</u>	<u>464,529</u>	<u>(424,825)</u>	<u>(50,702)</u>	<u>40,518</u>
Communities and Families					
Linking Leeds	-	175,969	(175,969)	-	-
	<u>-</u>	<u>175,969</u>	<u>(175,969)</u>	<u>-</u>	<u>-</u>
Total	<u>51,516</u>	<u>640,498</u>	<u>(600,794)</u>	<u>(50,702)</u>	<u>40,518</u>

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

Previous reporting period	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
Advice Service					
Children's Centre	-	111,300	(89,372)	(21,928)	-
Debt Outreach	15,799	47,500	(46,089)	-	17,210
Horizons	14,111	104,831	(83,042)	(21,358)	14,542
Money Advice	-	133,049	(119,370)	(13,679)	-
My Place (Leeds)	12,762	24,640	(23,210)	-	14,192
Money Matters	10,836	9,000	(14,264)	-	5,572
Stronger Families	-	37,156	(37,156)	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	53,508	467,476	(412,503)	(56,965)	51,516
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Communities and Families					
Building a Stronger Burley	-	24,701	(24,701)	-	-
Linking Leeds	-	102,649	(102,649)	-	-
Connect for Health	-	15,403	(15,403)	-	-
Patient Empowerment Project	3,159	45,583	(48,742)	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	3,159	188,336	(191,495)	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total	56,667	655,812	(603,998)	(56,965)	51,516
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

Name of	Description, nature and purposes of the fund
Children's Centre Advice Service	This is a scheme providing an outreach advice service at centres across Leeds
Debt Outreach	This is a project run to offer a debt outreach service.
Horizons	This is a project to support people facing hardship crisis.
Money Advice Service	This forms part of a national initiative to provide debt advice.
Stronger Families	This project provides debt and housing support to people referred by the wider Stronger Families Project.
Building a Stronger Burley	This project provides community activities, events, classes and workshops for residents living in the Burley area.
Connect For Health	This is a social prescribing service for people living in south and east Leeds
Linking Leeds	This is an integrated city-wide Social Prescribing service for people in Leeds that links individuals with a range of local community services to improve social, emotional, and mental wellbeing.
Money Matters	This project provides individual budget support and workshops to people living in postcode areas of deprivation.
Patient Empowerment Project	This is a social prescribing service for people living in west Leeds

17 Analysis of movement in unrestricted funds

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	As at 31 March 2021 £
General fund	270,560	48,744	(31,962)	50,702	338,044
Building fund	193,961	-	(16,256)	-	177,705
	<hr/> 464,521	<hr/> 48,744	<hr/> (48,218)	<hr/> 50,702	<hr/> 515,749
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Name of	Description, nature and purposes of the fund
General fund	The free reserves after allowing for all designated funds
Building fund	The fixed assets are essential for the future operation of the charity and so

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

Previous reporting period	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	As at 31 March 2020 £
General fund	177,034	51,770	(15,209)	56,965	270,560
Building fund	210,217	-	(16,256)	-	193,961
	<u>387,251</u>	<u>51,770</u>	<u>(31,465)</u>	<u>56,965</u>	<u>464,521</u>

18 Analysis of net assets between funds

	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	7,680	177,705	-	185,385
Net current assets/(liabilities)	330,363	-	40,518	370,881
Total	<u>338,043</u>	<u>177,705</u>	<u>40,518</u>	<u>556,266</u>
Previous reporting period				
	General fund £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	2,946	193,961	-	196,907
Net current assets/(liabilities)	267,614	-	51,516	319,130
Total	<u>270,560</u>	<u>193,961</u>	<u>51,516</u>	<u>516,037</u>

19 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as

	Property		Equipment	
	2021 £	2020 £	2021 £	2020 £
Less than one year	1	1	489	-
One to five years	4	4	977	-
Over five years	8	8	-	-
	<u>13</u>	<u>13</u>	<u>1,466</u>	<u>-</u>

Better Leeds Communities

Notes to the accounts for the year ended 31 March 2021 (continued)

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

	2021 £	2020 £
Net income/(expenditure) for the year	40,230	72,119
Adjustments for:		
Depreciation charge	18,868	16,340
Dividends, interest and rents from investments	(308)	(631)
Decrease/(increase) in debtors	(7,180)	1,460
Increase/(decrease) in creditors	3,665	1,376
	<hr/>	<hr/>
Net cash provided by/(used in) operating	55,275	90,664
	<hr/> <hr/>	<hr/> <hr/>