

Charity Registration No. 701132

Company Registration No. 02350533 (England and Wales)

LINKABILITY
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

LINKABILITY

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr Philip Entwistle - Chair Mr John Holland Mr Duncan Mitchell - Vice Chair Mrs Kathryn Pattinson - Finance Chair Mrs Alison Tupling Mrs Christine Chu Mr Ian Haworth	(Appointed 13 October 2020)
Secretary	Ms G Pilkington	
Executive director	Mrs J Adshead	
Charity number	701132	
Company number	02350533	
Principal address	Conway House Ackhurst Business Park Chorley Lancashire PR7 1NY	
Registered office	Conway House Ackhurst Business Park Chorley Lancashire PR7 1NY	
Auditor	R P Smith & Co 2 Southport Road Chorley Lancashire PR7 1LB	

LINKABILITY

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LINKABILITY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act, submit their annual report and audited financial statements for the year ended 31 March 2021.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)"

This year we have seen unprecedented challenges for the Charity due to the Coronavirus pandemic. The senior management team, operations team and all employees and volunteers of the Charity have constantly adapted their working practices to ensure continued positive outcomes for the vulnerable people we support are achieved.

The Charity has been committed to providing safe working and living environments for all, along with ensuring the emotional wellbeing of those employed and supported alike throughout this most challenging of times.

Objectives and activities

Linkability's broad objective is to provide services to adults (including young people in transition from children's services) who have learning disabilities so as to enable them to live in and be part of the local community. The objects of the Charity are also underpinned with a number of core values such as all people supported have a right to live a life of their own choosing, in their own neighbourhood. This means the human right and opportunity to citizenship irrespective of disability is upheld.

The communities in which Linkability presently provides services are Chorley / South Ribble, Ormskirk, Tarleton and Skelmersdale (Lancashire County Council), and Rochdale, Heywood and Middleton (Rochdale Borough Council).

People using Linkability's care and support services may also experience physical and sensory impairment; they may also have positive behavioural support needs and / or experience enduring mental health needs.

Linkability currently discharges this objective through the regulated provision of Registered Care or Registered Domiciliary Care and support to adults or younger people within the provisions of The Health and Social Care Act 2008. The independent regulatory body responsible for inspection of our services is The Care Quality Commission.

For the year in review the Care Quality Commission undertook no inspections of our services. All current CQC reports are on both the CQC website <https://www.cqc.org.uk/provider/1-101612259> and Linkability's website, www.linkability.org.uk

CQC has informed the Charity that due to the Coronavirus pandemic the normal inspection processes are severely delayed. CQC has examined the data that it holds on Linkability and have found no evidence which would necessitate the prioritising of inspection for any of our four locations.

Public Benefit Statement

The Trustees are confident that the activities detailed below satisfy the requirement of the Charity to show that it meets the public benefit requirements in accordance with the duty in section 14(2) of the 2016 Charities Act.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the Charity should undertake.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance

Normal quality visits to tenancies in the community by members of the operations team were prohibited due to the Coronavirus pandemic. Led by Linkability's Quality Sub Board, alternative arrangements were made to ensure that the support people receive in their homes was consistent with the demands of the regulations set out by the Care Quality Commission and their five 'Key Lines of Enquiry'. Senior support staff evaluated the quality of their work using documentation devised for this purpose. This was further adapted in the year to assess the correct use of PPE and infection prevention control measures needed to ensure the health and safety of all.

During the year we surveyed our staff asking for responses to the following statements:

My manager treats me with dignity and respect

I have constructive supervision on a regular basis

I feel valued at work

I am able to contribute to decisions made at work

I feel welcome when I visit the office

I would recommend Linkability to someone looking for work

I have the training I need to do a good job

I would be confident to report abuse and know who to tell

I would recommend Linkability to someone looking for support

The management team are approachable and committed to the company running well.

The survey was extremely positive, and the response rate had improved at 62% compared to 48% in the previous year.

Our local authority funders have been in contact with Registered Managers on a daily basis during the year due to the pandemic to ensure that the services continued to run safely and provide support in managing the difficult circumstances under which providers were operating.

Explain, our HR advisors have continued to provide support with the new and increasing demands posed by the pandemic. In particular with support around furlough for staff who were assessed as being clinically extremely vulnerable and administrative staff who could not be provided with safe access to work when restrictions and risks were considered too high.

Home working for some staff was enabled with the assistance of our IT support company Wizard. Past investment in Microsoft Office 365, VOIP telephone systems, cloud-based workforce planning and care planning software proved invaluable. A small number of administrative staff, operational staff and the Executive Director continued to work in the head office environment to enable a rapid physical response to the unfolding crisis situation.

Linkability had been accepted onto the Approved Provider List of Lancashire County Council, however progress towards moving onto the new framework was delayed throughout the year due to the pandemic.

Within the year Linkability continued to train its staff, however in person training was suspended and all training moved to remote on-line sessions.

In total 1917 online training courses were delivered to our staff members. The completion of diplomas was delayed but continued in a manner which was adapted to ensure the safety of all.

Staff recruitment although suspended for a short period during the height of restrictions continued with Zoom and telephone interviews in place. New staff completed their inductions remotely, until the eventual return to office bases was considered safe.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Safe staffing levels were maintained throughout the year. Some outreach support was suspended during the year, however all people living independently in the community continued to be supported throughout.

The Annual General Meeting took place in September as usual but this year using Zoom technology. The required formal business of the charity was undertaken. The annual staff awards were replaced by the awarding of monetary vouchers to all staff in recognition of the work they had all undertaken in this exceptional year. Monies donated in memory of founding trustee Lynda Nolan were added to those of our sponsors to make this possible.

Provider meetings with LCC and RBC took place by Zoom initially on a weekly, and later a fortnightly basis. This provided much needed support to the organisation in matters such as infection prevention control, testing, vaccination, PPE, grant funding and the ever changing legal and regulatory requirements demanded by the pandemic.

Throughout the year the Executive Director continued to work alongside other office bearers of the LLDC. Member organisations worked together to share experiences and good practice; and provide mutual support in matters arising from the pandemic at the monthly meetings. In late summer LLDC commissioned a piece of work by a specialist solicitor on behalf of members which enabled a deep understanding of; and challenged some of the terms of the new contract issued by Lancashire County Council. The cost of this expensive piece of work would normally be out of reach of most LLDC members but the collective power of LLDC enabled all members to benefit.

The Family Forum continued to meet in line with the origins of the Charity as a family led organisation. During the year the attendance at the group increased due to being held on Zoom. The aim of the forum is to involve families in the charity and to be a source of support and information to them. Amongst the topics covered during the year were: Advocacy with a guest speaker from Advocacy Focus, Assistive Technology with a speaker from Lifeline Services. Each session covered the current position with regard to Covid restrictions, visiting, emotional support, testing, vaccination, solutions to finance and banking. These sessions proved invaluable to maintaining excellent communication with families throughout the year.

All Board meetings and Sub Board meetings continued as normal but were all conducted by Zoom.

The capability of software packages was extended and new pieces of hardware, web cams, speakers, headsets and tablets were acquired to enable the smooth running of the Charity. Some were funded using grants provided in supporting infection prevention control.

A number of tablet computers were obtained following a successful bid for grant funding from The Good Things Foundation. These were made available specifically to people who we support, who would otherwise have not been able to access the necessary IT, this greatly reduced their social isolation during the lockdown periods of the pandemic. This provided what was described as a 'digital lifeline'. People were enabled to make bookings for events, research pet health, practice motor skills, Zoom family and friends, engage with the Charity's Quality sub group and Linked Voices group.

A business planning day was held in the summer where the senior management team used the results of surveys, compliments, complaints and concerns to work on the stated values of the Charity. This resulted in the production of the Ten Things that Matter Most to Us, which are as follows:

1. Everyone matters.
2. Everyone is different and we treat each other with respect.
3. We are kind to each other.
4. Everyone has a voice. We will listen to each other and where we can we act on what is said.
5. We work together to get the best for people.
6. We are all proud of what we do here and love what we do.
7. We go the extra mile and hope this inspires others to do the same.
8. We are brave and are open to new ideas and will keep trying when things are not working.
9. We're honest and don't make false promises.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The effects of the pandemic were felt throughout the year in review. We had a small number of outbreaks (an outbreak being where two or more people at the same service had confirmed cases). This was extremely difficult to manage, however due to the availability of sufficient PPE, the training and supervision of staff in infection prevention control, the availability of regular testing, and the continued cohorting of staff, this ensured that all outbreaks were extremely well contained.

During the year testing for Covid-19 became available and quickly translated into regular 3 times weekly testing for all staff. This ensured that staff who were infected but asymptomatic were absented from their role with the vulnerable people we support. The availability of grant funding to pay staff for their time to test ensured that there was 100% compliance with the testing regime.

In December 2020 the first of our staff were offered their vaccine against Covid-19. Staff were paid for their time when attending for vaccination. The uptake of vaccination was excellent with rates standing at 89% having had their first dose and 14% having had their second dose at year end in March 2021.

Financial review

The Board of Trustees have acted with prudence and care in challenging times and rising employee associated costs. Total income on unrestricted funds during the year ended 31 March 2021 was £3,873,041. The total unrestricted funds applied as expenditure for charitable purposes were £3,817,981 resulting in a surplus on general funds for the year of £55,060. Gains on investments of £54,601 resulted in a net movement after investments of £109,661.

Linkability maintains a discretionary long service award scheme. Employees qualify for small discretionary awards following 5, 10, 15, 20 & 25 years continued service. Within the financial year Linkability made scaled payments, depending on length of service, to 16 qualifying staff totalling £2,350.

During the year ended 31 March 2021 Linkability received income on restricted funds of £156,499, with restricted expenditure of £154,144. The balance on restricted funds as at 31 March 2021 was £48,933.

Policy on Reserves:

General Operating Reserve (£529,973 Unrestricted funds)

This reserve is unrestricted and can be used for any purpose within the Charity's objectives. The Trustees aim for Linkability to hold sufficient reserves in order to maintain continuity and consistency to service users and employees in the event of a gap in funding or the loss of a service provision contract. This includes the reduction in income due to voids (unoccupied places in homes). If a service user moves on or sadly passes away, the Charity wishes to allow ample time for people to adjust to this change and for service users to be properly consulted about new people moving into Linkability's support. The availability of reserves for this purpose bridges what may be substantially long periods of loss of fees/rents. The general reserves held on 31 March 2021 represent approximately 1.6 months' worth of charitable expenditure based on current activity levels.

Revaluation Reserve (£59,617 Unrestricted funds)

This reserve represents the revaluation of investments, being the increase in value between the purchase price and the current market value. Whilst categorised within Unrestricted funds, this reserve is linked to the investments held and will only be available for general operating purposes should the investments be sold at which time any increase in value since the acquisition date would be recorded as a realised gain. The Trustees regularly monitor the performance of investments to ensure that the Charity is not put at undue financial risk.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

ROOTS Donation (£6,740 Restricted fund)

The restriction is that this fund is to be used for the direct benefit of service users and/or staff who were formerly supported by ROOTS. The Statement of Financial Activities shows utilisation during the year of £360 from this fund.

West Lancashire Positive Living (£29,283 Restricted fund)

West Lancashire Positive Living (£29,283 restricted fund) This fund relates to monies and assets previously donated by West Lancashire Positive Living, of which Linkability took over the operations of in 2016. The majority of the restricted fund balance relates to a static caravan which is offered for use to service users of the Charity, utilisation this year of £9,486. The fund balance will be reduced each year by the depreciation charge applied to the assets which have been purchased, and the utilisation of funds to further improve facilities for those within West Lancashire.

Work Force Development Fund (Skills for Care) (£538 restricted fund)

The Skills for Care restricted fund represents funds received towards the cost of staff training for a diploma qualification utilisation of £219 in the year.

Covid Infection Control Funding from (Lancashire County Council) (£12,372)

Committed expenditure agreed to be spent for Infection Control purposes, utilisation of £133,079 during the financial year.

The Trustees, in line with the Charity Commission's guidance on holding reserves, will review the above reserve policy alongside any newly identified financial risks and commitments and make appropriate allocations during 2021/2022.

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Reviewing Major Risks

Linkability has and maintains a risk framework that is reviewed at least annually. Overview and scrutiny are undertaken by the full Board of Trustees, senior management and other stakeholders, as appropriate. For example, ensuring staff continuity in the event of a pandemic or extreme adverse weather conditions, IT failure and cyber-attack.

The review of the risks to the continuity of the business of the charity in connection with a pandemic was continually reviewed and revised throughout the year; in the light of the ever changing local and national Covid restrictions, legal requirements and emerging advice from Public Health England, CQC, NHS and our Local Authority funders.

The senior management team, and Executive Director met at least weekly throughout the pandemic and formulated the priorities for the coming week and into the future. The Executive Director maintained weekly contact with the Chair of Trustees during the height of the pandemic to ensure that the Board was kept abreast of a quickly developing and unprecedented situation. It is commonly held that this crisis continues to pose the greatest risk ever felt by the charity.

The Charity maintains comprehensive insurance to cover a range of potential risks, including Trustee and Officers professional indemnity, employee and public liability. Excellent advice comes from our broker DE Ford who had ensured that we retain cover for communicable diseases throughout the 2020/2021 year.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Sector pressures from a funding perspective continue to present enormous challenge to providers such as Linkability. Recruitment to the care sector continues to be challenging, not helped by its lack of positive public image. There have been concerted attempts at national level throughout the year to establish a parity of esteem between social care workers and those employed by the NHS. Throughout the year Linkability's Assistant Directors and operations team have met with a focus on recruitment. That has led to successful recruitment of new employees and enabled a sufficiently resourced workforce. Linkability's retention rates remain well above the national average for the sector. The HR Sub Board pay regular attention to the reasons people leave and what works best in terms of recruitment. Word of mouth continues to be the best means of recruitment.

Linkability funded an uplift to all staff from April 2020. This increased the lowest paid workers in line with National Living Wage rates increases. We continue to value our workforce as we believe it to be our greatest asset supporting the aims of the charity. We are committed to the pursuance of proper remuneration of the workforce in recognition of the value of the work performed and continue to lobby those with the power to affect changes to this.

During the year funding authorities provided some uplift in daytime and sleep in fees. There continues to be no back pay for previous years from Local Authorities or awards from Central Government for sleep in payments to staff. In March 2021 the Supreme Court handed down its judgement in the cases of Royal Mencap Society v Tomlinson-Blake and Shannon v Rampersad. There was a very clear decision, that it is only time spent awake and working during a sleep-in that counts as working time for National Minimum Wage purposes. This put an end to many years of uncertainty in this and provided confirmation that Linkability carries no risks in connection with payment of its staff.

As has been consistently reported each year, given the nature of the volatile market Linkability operates in, there is an ever-present risk of the sudden loss of fees, sadly due to the death of someone it supports. To manage the risk, Linkability continues to carry a void reserve, that for a short period can ameliorate the risk. As mentioned in past reports this gives time to review staffing need, look at redeployment and avoid redundancy. During the year in review, sadly two people passed away, and one left to find an alternative form of support. Conversely three people started to live independently in the community and have their support from Linkability.

Reporting Serious Incidents

Linkability Trustees believe they have taken all reasonable steps to assess and manage risks associated with the activities of the Charity, beneficiaries, property, work, and reputation. In this regard, the Trustees of Linkability make a declaration that there are no serious incidents or other matters relating to the Charity, concerning the previous financial year that have not already been brought to the attention of The Charity's Commission or in such event has failed to do so.

Plans for future periods

The key priorities for the year ahead are:

- Ensure the safe delivery of services as the pandemic continues.
- To achieve the renewal of the original Linkability house in partnership with Jigsaw Housing.
- Recruit trustees and plan for succession of others.
- Continue to recruit staff who hold our values and maintain and improve our retention rates.
- Plan to remunerate our staff at the best possible rates above NM/NL Wage.
- Respond to requests for support in a considered manner, ensuring that our locations offer small and local support, and our homes are domestically scaled.
- To ensure our office hubs are suitably placed in the communities in which we work.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Structure, Governance and Management

Linkability is a charitable company whose Board of Directors are also Trustees of the Charity. Trustees are appointed to reflect the range of skills, experience, interests, and capability needed for effective governance, given the needs of beneficiaries and nature of its activities. Members of the Charity hold responsibility for appointing Trustees.

The Memorandum and Articles of Association govern the activities of the Charity, these were amended, and a resolution passed in September 2018 to enable the amendments. In addition, two supporting documents were developed, these being, a 'person specification for the appointment of trustees' and 'rules relating to the admission of beneficiary members.

The Board apply Charity Governance Code and the seven principles of organisation purpose, leadership, integrity, decision making and risk control, effectiveness, diversity and openness and accountability to the running of the Charity.

There are regular Board meetings to review and govern the business of Linkability. Chairs of Sub Boards, The Executive Director and Assistant Directors have a reporting structure to full Trustee meetings. Reports typically illustrate what is working well, what Linkability needs to do to improve and alerting the Trustees to any potential risk and plans to manage such risk. Overall, the reporting structure monitors progress of the business plan.

Continued and well-planned growth of Linkability is key to maintaining viability and to offset any risk of financial stability.

None of the Trustees have any beneficial interest in the company. All the Trustees are Members of the company and guarantee to contribute £1 in the event of winding up. The Charity is a company limited by guarantee registered in England number 2350533. The Trustees who are also the directors for the purpose of company law, who served during the year, were:

Mr Philip Entwistle - Chair
Mr John Holland
Mr Duncan Mitchell – Vice-Chair
Mrs Kathryn Pattinson
Mrs Rosemary Trustam (Resigned 20 December 2020)
Mrs Alison Tupling
Mrs Christine Chu
Mr Ian Haworth (Appointed 13 October 2020)

Rosemary Trustam ended her long service to Linkability when she passed away in December 2020. Rosemary will be sadly missed as a strong campaigner for the rights of the people we support and a trustee who brought a wealth of experience and support to Linkability since its incorporation in 1989. 'Rose' is sadly missed and not easily replaced.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Recruitment / Selection of Trustee Directors

Trustee / Directors are sought whose skills build on the skill base of the existing Board of Trustees which are outlined in the Person Specification for the appointment of trustees' document. Where possible Linkability seeks to appoint Trustees living in communities in which it provides care and support services, personal lived experience of the needs of beneficiaries and/or skills required by the Board.

Under normal circumstances trustees must not receive any monies or material benefit from the charity. Trustees may only be remunerated, employed or provide goods or services to the charity in the most exceptional of circumstances as outlined in detail in the governing document. Linkability is permitted however to refund legitimate Trustee expenses. During the year Trustees have not claimed any expenses.

Vacancies on the Board are advertised on Linkability's website, in local newspapers and by approaching local networks.

There is a process of application that includes taking references, undertaking background checks such as a Disclosure and Baring Service (DBS) check and attending / observing a number of Board and / or Sub Board meetings. The applicant receives all the relevant information with regard to the organisation, Trustee Job Description, Guidance on Trustee Responsibilities and Trustee National Occupational Standards. This is further supported with verbal information from The Executive Director and / or Chair of Trustees / an experienced Trustee.

Once the prospective Trustee has attended a series of meetings the Chair discusses the applicant's suitability with other Trustees and will meet with the prospective Trustee prior to their appointment at the next Board meeting. The appointment is confirmed formally at the next AGM.

Mr Phil Entwistle remains as Chairperson, with Duncan Mitchell as Vice Chairperson.

Linkability is extremely grateful to the trustees retiring during the year for their long service to the Charity.

Induction and training

The induction and training of Trustees continues with the provision of an induction pack comprising previous minutes, the latest audited financial report, organisational structures and plans, dates of meetings and a copy of the Memorandum and Articles of Association.

Structure and Wider Network

Linkability employs professional managers with experience and expertise relevant to the business of the Charity and the people it supports. The Trustees set and monitor the scale of delegated responsibility invested in the senior management team. Likewise, they monitor and review the overall strategy and business plan.

The Board of Trustees meet regularly with The Executive Director. The Company Secretary and Assistant Directors attend quarterly Board meetings. Additional to this Trustees also meet the professional managers at various Sub Board and ad hoc meetings.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Linkability uses a structure of Sub Boards to support and monitor its strategic and operational goals. During the year in review the following Sub Boards met at least once but, in most cases, quarterly. The chairs of Sub Boards take recommendations to the full Trustee quarterly Board meetings.

The Financial Sub Board
The Remuneration Sub Board
The Quality Sub Board
The Premises Board
The IT & Digital Board
The Human Resources Sub Board

In addition, there is a family forum chaired by Mrs A Tupling and a tenant's group 'Linked Voices', for Chorley, Heywood, and West Lancashire, each is chaired by a person who receives support from Linkability.

During the year all of these Boards were conducted on Zoom in order to maintain standards of safety.

Employee involvement and employment of people with disabilities

Tenants meet in the Chorley, Heywood, and West Lancashire locations at least quarterly. These 'Linked Voices' meetings are funded by Linkability and are arranged at times and dates specified by the people we support. A willing chairperson is supported by a staff member to preside over the meetings. The agendas include information from the Charity to tenants and the communication of good news and bad news to Linkability which may then be communicated to the Board. Guest speakers make presentations and role play reinforces the messages. Accessible sessions during the year all took place by Zoom and included seasonal celebrations for Easter, Valentine's Day, Halloween, and Christmas. The interactive singing and dancing was appreciated by all.

Representatives from the people we support attend the Quality Sub Board with support from suitably experienced workers. Here they represent the views of their peers, including issues brought forward by the Linked Voices members, and they also bring the news from self-advocacy groups they attend.

People we support contributed to their community by collecting for the local food banks. Making virtual hug pictures which were shared with a local care home. Completing Race for Life events, West Lancashire raising £1200.

Employees continued to be consulted on issues of concern to them by means of consultative meetings/team discussions and in person with respective supervisors. There was one formal meeting of the staff steering group, however the representative kept in contact with staff by email. The information included explanation of payslips, new travel claim form, staff awards.

Linkability has long been mindful of the wellbeing of its workforce. A link has been formed with 'Able Futures' who deliver the 'Access to Work Mental Health Support Service' on behalf of the Department for Work and Pensions. Linkability has been able to refer staff to the service where staff may receive up to nine months of advice and guidance from a mental health professional. If needed Linkability has provided the meeting space to enable the sessions to happen. Several staff have taken up the service for a range of mental health needs. The need for this service has been heightened by the pandemic. Staff receive reminders about this and other support services each week on 'Wellbeing Wednesday'.

Linkability relates the standards and guidance set out by Skills for Care. Staff training data sets are maintained electronically using a specialist software package, 'People Planner'. Work has been completed to enable this to link directly with the Skills for Care Adult Social Care Workforce Data Set (which replaced the National Minimum Data Set during the year), to ensure that Linkability fulfils its responsibility towards the National data connected with the present and future development of the workforce.

Linkability, in accordance with its equal opportunities policy has long established recruitment, retention and training protocols. Analysis of records show retention rates remain well above national averages.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Linkability has several detailed policies in relation to personnel matters, such as: -
Equal Opportunities Policy
Health and Safety Policy
Harassment, and Bullying Policy (Including Whistle Blowing)
Staff Handbook, Conditions of Service
Recruitment handbook

The arrangement for review and updating the staff handbook is provided under a contract for services with Explaw. The procedural guidance for Equal Opportunities takes account of an individual staff or prospective employee's strengths and approach to fair employment practice.

The senior management team have a plan for annual review and updating statements on policy and procedures.

Relationships with related parties:

Staff at various levels in Linkability continue to participate in the local networks. This serves to ensure that people with disabilities take a rightful place at the hub of local services design and delivery. Many of the concepts found in local and national social policy, hold true to Linkability's principles and core values as laid down over 30 years ago.

Linkability is a member of The Lancashire Learning Disability Consortium (LLDC) which is an Industrial and Provident Society with Charitable exemption. The LLDC was incorporated by several voluntary organisations in Lancashire, of which Linkability was a founding member. The aims of the Consortium are to share information, represent issues, share specialist training, and offer representation on various Lancashire Council led consultative groups. During the year LLDC sought and funded independent legal advice from a specialist solicitor in connection with Lancashire County Council's Approved Provider contract.

Skills for Care is the strategic body for workforce development in adult social care in England. It is an independently registered charity working with 35,000 adult social care employers, with regard to setting the standards to equip over 1.5 million social care workers to deliver quality social care. The Executive Director attends meetings of the Skills for Care Chief Executive Round Table. This has recently reduced to a small select group of North West leaders who have focussed in particular on the challenges of Covid. This has fed into the national picture for the sector.

All the Linkability Registered Managers are members of the National Skills Academy for Social Care. The Academy provides peer support to Registered Managers. This ensures a strengthening of their leadership capacity which has been positively reflected in the continuance of improvement in the quality of the support we offer. Linkability holds Skills for Care funding in order to chair and host the regional Learning Disability Registered Managers' Network. During the year this group met four times by Zoom and shared good practice examples in relation to managing the effects of the pandemic.

The Restraint Reduction Network Training Standards were introduced in 2019. This provides a national and international benchmark for training in supporting people who are distressed, in education and health and social care settings. Our trainer in Positive Behaviour Management must now comply with these new training standards. The Positive Response Training Consultancy has now adapted their training to meet these standards. The purpose and aim are to ensure a commitment to reduce physical restraint. Linkability is an affiliated organisation in line with RRN training standards 2019. Our trainer is an associated trainer. We have seen consistently that having staff trained to these levels results in excellent outcomes for people we support who may otherwise be denied their ordinary life in our communities.

Linkability enjoys a mutual and positive relationship with Integrate (Preston & Chorley) Ltd. Integrate is a charitable organisation working primarily in Preston with adults and young people, who experience learning disabilities. As has been the case since the incorporation of Linkability (February 1989) both organisations have supported each other by sharing information, joint working, and mutual support in sector related issues.

Housing partners such as Chorley Community Housing, Places for People, Progress Housing Association, Golden Lane Housing, Rochdale Borough Housing, Adactus, Empower, Assured Living and Regenda continue to support the objects of Linkability.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

For the ninth year in succession Linkability was pleased to be a main sponsor of C L Initiatives. C L Initiatives is a charitable organisation dedicated to ensuring the publication of a sector specific magazine, 'Community Living'. One of the most tangible benefits of sponsorship is all employees have access to the magazine, each quarter. The Executive Director holds a place on both the magazine's Editorial Board and the Board of CL Initiatives. Linkability continues to provide back-office support to the subscription and distribution of the magazine. The web version and website offer sponsors like Linkability another marketplace for Job adverts, Trustee appointments or other short articles promoting Linkability's values and achievements. It is thought that 'Community Living' is the only magazine which campaigns for the right of people experiencing learning disability in the UK. Linkability was proud during the year to commence hosting the magazine at its registered address. The publisher role passed from Rosemary Trustam to Linkability Executive Director in the year. Linkability is proud to be so closely associated with this quality magazine which is distributed and read nationally.

Chorley Astley Rotary continue to generously donate the cost of an adventure holiday for one of the people Linkability supports and their carer. Sadly, although a person was nominated to benefit, the holiday was cancelled. It is hoped that the holiday will go ahead again in 2022.

Linkability is pleased to note that five independent companies sponsored the staff awards scheme. Prizes for the award winners were donated by Wizard Computers, RP Smith &Co, Brewin Dolphin, DE Ford and Whittle Jones.

Chorley Gospel Hall promotes seasonal activity and social events several times a year for the benefit of those to whom Linkability delivers services. The summer picnic and Christmas events are extremely popular and enjoyed by all at Linkability including our administrative staff and managers. Linkability has also been beneficiary of the free use of their premises particularly for training and tenants' meetings. These activities have been severely curtailed during the pandemic. An inventive and imaginative event in the form of a drive-in carol service took place in December. This was in collaboration with the Gospel Hall, Linkability and Tesco (who donated their car park for this purpose).

Linkability attended the Lancashire wide Learning Disability Partnership Board. Here as well as representing the views and concerns of those we support sessions included, regular Covid updates, Hate Crime, Domestic Abuse, and Keeping Connected.

During the last eleven years Linkability has become a prominent provider in the Rochdale location. Rochdale is situated in Greater Manchester which is a HM government devolution area. Our Registered Manager is an active member of the GM strategy group which is working on ten areas: reducing inequality, advocacy, bespoke commissioning, good health, employment, workforce development, early support solutions, the justice system, strategic leadership and belonging.

Our Registered Manager is the Chair of the Rochdale Learning Disability Provider Network. A relationship has been built with the local Health Action Group who now join the Provider Network to present and promote best practice towards achieving and maintaining optimum health for people who receive support in the area. The manager then represents providers at the Rochdale Learning Disability Partnership Board alongside representatives from the local CCG, parent carers groups, people who receive support, the community health team and training and developments teams.

The manager is also a panellist at the Deprivation of Liberty Safeguards Dilemma group which provides advice and support to other providers with sensitive support issues.

LINKABILITY

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Trustees' key responsibilities

The trustees specifically consider the various risks faced by the Charity. As well as generally monitoring financial and operational management, as indicated under Governance, the main trading and operational risks are assessed and addressed through the business planning process. Through a quality assurance policy and individual support plans for each service user, the Trustees seek to discharge the risks faced by the Charity in the care of vulnerable individuals. Similar risks associated with the employment of staff are addressed through the development of staffing, training and health and safety policies and by placing responsibility on the Executive Director to carry out the required risk assessments.

Disclosure of information to auditor

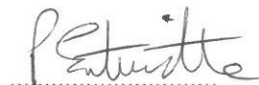
Each of the directors / trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

Auditor

A resolution proposing that R P Smith & Co be reappointed as auditors of the company will be put to the members at the Annual General Meeting.

In preparing this report the Trustees have taken advantage of the small companies exemptions provided by Section 419(2) of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees and signed on its behalf by:



Mr Philip Entwistle - Chair

Dated: *25 August 2021*

LINKABILITY

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2021

The Trustees, who are also the directors of Linkability for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the Trustees are required to:

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

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

LINKABILITY

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF LINKABILITY

Opinion

We have audited the financial statements of Linkability (the 'the Charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's 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.

LINKABILITY

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF LINKABILITY

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within 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' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the the Charity for the purpose 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 the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

LINKABILITY

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF LINKABILITY

Simon Worswick

Simon Worswick BA FCA (Senior Statutory Auditor)
for and on behalf of R P Smith & Co

25 August 2021
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Chartered Accountants
Statutory Auditor

2 Southport Road
Chorley
Lancashire
PR7 1LB

LINKABILITY

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
<u>Income and endowments from:</u>					
Charitable activities	3	3,866,345	156,499	4,022,844	3,830,047
Investments	4	123	-	123	5,220
Other income	5	6,573	-	6,573	8,043
Total income and endowments		3,873,041	156,499	4,029,540	3,843,310
<u>Expenditure on:</u>					
Charitable activities	6	3,817,981	154,144	3,972,125	3,841,146
Net incoming resources/(resources expended) before gains/(losses) on investments		55,060	2,355	57,415	2,164
Net gains/(losses) on investments	10	54,601	-	54,601	(18,514)
Net movement in funds		109,661	2,355	112,016	(16,350)
Fund balances at 1 April 2020		479,929	46,578	526,507	542,857
Fund balances at 31 March 2021		589,590	48,933	638,523	526,507

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

LINKABILITY

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	11		35,399		46,915
Investments	12		297,378		250,912
			<u>332,777</u>		<u>297,827</u>
Current assets					
Debtors	14	206,591		236,470	
Cash at bank and in hand		756,230		385,528	
		<u>962,821</u>		<u>621,998</u>	
Creditors: amounts falling due within one year	16	(657,075)		(393,318)	
Net current assets			305,746		228,680
Total assets less current liabilities			<u>638,523</u>		<u>526,507</u>
Income funds					
Restricted funds	17		48,933		46,578
<u>Unrestricted funds</u>					
General unrestricted funds		529,973		474,913	
Revaluation reserve		59,617		5,016	
			<u>589,590</u>		<u>479,929</u>
			<u>638,523</u>		<u>526,507</u>

The financial statements were approved by the Trustees on 25 August 2021



Mr Philip Entwistle - Chair
Trustee



Mrs Kathryn Pattinson - Finance Chair
Trustee

Company Registration No. 02350533

LINKABILITY

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

		2021		2020	
	Notes	£	£	£	£
Cash flows from operating activities					
Cash generated from operations	21		325,663		73,277
Investing activities					
Purchase of tangible fixed assets		(5,084)		(5,350)	
Interest received		123		5,220	
Net cash used in investing activities			(4,961)		(130)
Financing activities					
Bank loans advanced		50,000		-	
Net cash generated from/(used in) financing activities			50,000		-
Net increase in cash and cash equivalents			370,702		73,147
Cash and cash equivalents at beginning of year			385,528		312,381
Cash and cash equivalents at end of year			<u>756,230</u>		<u>385,528</u>

LINKABILITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Linkability is a private company limited by guarantee incorporated in England and Wales. The registered office is Conway House, Ackhurst Business Park, Chorley, Lancashire, PR7 1NY.

1.1 Accounting convention

The accounts 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) (effective 1 January 2015), with FRS 102 and with the requirements of the Companies Act 2006. The Charity is a Public Benefit Entity as defined by FRS 102.

The accounts have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The accounts are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared on the historical cost convention, except for the valuation of investment assets, which are shown at market value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the accounts, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees' continue to adopt the going concern basis of accounting in preparing the accounts.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the the Charity.

1.4 Incoming resources

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

LINKABILITY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (Continued)

1.5 Resources expended

Resources expended are accounted for in accordance with the accruals convention. Expenditure on operational programmes is recognised in the period in which it has been incurred. A designated fund is established for expenditure which has been committed to projects, but remains unspent at the year end.

Governance costs include costs of the preparation and examination of the statutory accounts, the costs of Trustees meetings and the cost of any legal advice to Trustees on governance or constitutional matters. All the governance costs have been included in Charitable Activities as a whole rather than being apportioned.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Tangible fixed assets are stated at cost less depreciation. Assets costing less than £500 are not capitalised. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold improvements	25% to 33% on cost
Office equipment and fixtures	5% to 25% on cost
Service base equipment and fixtures	5% to 25% on cost
Caravan for service users	10% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/(expenditure) for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

LINKABILITY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (Continued)

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

LINKABILITY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.13 Apportionment of costs

Costs of direct charitable expenditure are allocated on the basis of consumption of goods and services in each of the service bases operated by the charity. Support costs include any other costs borne by the charity in continuance of its activities. Where expenditure has been incurred which represents both charitable project support and general management of the charity the cost has been apportioned on the basis of the management time allocated to each activity. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements. Costs are apportioned gross including irrecoverable VAT.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Charitable activities

	Provision of care 2021 £	Provision of care 2020 £
Services provided under contract	3,830,637	3,829,297
Grants received	192,207	750
	<u>4,022,844</u>	<u>3,830,047</u>
Analysis by fund		
Unrestricted funds - general	3,866,345	3,829,297
Restricted funds	156,499	750
	<u>4,022,844</u>	<u>3,830,047</u>
For the year ended 31 March 2020		
Unrestricted funds - general	3,829,297	
Restricted funds	750	
	<u>3,830,047</u>	

LINKABILITY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

4 Investments

	Unrestricted funds general 2021 £	Total 2020 £
Income from investment portfolio	-	3,773
Interest receivable	123	1,447
	<u>123</u>	<u>5,220</u>

5 Other income

	2021 £	2020 £
Other income	<u>6,573</u>	<u>8,043</u>

LINKABILITY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

6 Charitable activities

	Provision of care 2021 £	Provision of care 2020 £
Staff costs	3,081,214	2,920,400
Depreciation and impairment	6,481	4,069
Agency staff	4,316	115,797
Staff training	14,036	18,000
Premises repairs, servicing, heat and light	4,051	6,736
Residents' living and household expenses	1,636	1,636
Staff travel and residents' transport	1,194	2,513
Medical supplies	22,440	13,299
Registration fees and subscriptions	11,590	11,766
Recruitment expenses	5,367	3,244
	<u>3,152,325</u>	<u>3,097,460</u>
Share of support costs (see note 7)	816,494	739,929
Share of governance costs (see note 7)	3,306	3,757
	<u>3,972,125</u>	<u>3,841,146</u>
Analysis by fund		
Unrestricted funds - general	3,817,981	3,831,397
Restricted funds	154,144	9,749
	<u>3,972,125</u>	<u>3,841,146</u>

LINKABILITY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

7 Support costs

	Support costs	Governance costs	2021	Support costs	Governance costs	2020
	£	£	£	£	£	£
Staff costs	603,889	-	603,889	510,332	-	510,332
Depreciation	10,119	-	10,119	14,365	-	14,365
Office rent and rates	89,450	-	89,450	96,537	-	96,537
Insurance	15,091	-	15,091	14,221	-	14,221
Office light and heat	2,987	-	2,987	4,099	-	4,099
Office repairs	810	-	810	1,720	-	1,720
Office supplies and IT costs	49,686	-	49,686	42,922	-	42,922
Telephone	8,011	-	8,011	8,850	-	8,850
Professional fees	28,158	-	28,158	27,488	-	27,488
Bank charges	61	-	61	64	-	64
Investment charges	2,661	-	2,661	2,734	-	2,734
Sundry expenses	5,571	-	5,571	16,597	-	16,597
Audit fees	-	3,306	3,306	-	3,757	3,757
	<u>816,494</u>	<u>3,306</u>	<u>819,800</u>	<u>739,929</u>	<u>3,757</u>	<u>743,686</u>
Analysed between Charitable activities	<u>816,494</u>	<u>3,306</u>	<u>819,800</u>	<u>739,929</u>	<u>3,757</u>	<u>743,686</u>

8 Trustees

None of the trustees, or any persons connected with them, received any remuneration, benefits or expenses from the Charity during the year.

The insurance charge in the accounts includes premiums paid in respect of a combined policy which provides cover to protect the charity from loss arising from the neglect or defaults of its trustees or employees. The cost of this cover has not been separately quantified.

LINKABILITY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

9 Employees

Number of employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Care and support staff	177	173

Employment costs

	2021 £	2020 £
Wages and salaries	3,316,496	3,102,850
Social security costs	246,506	228,276
Other pension costs	122,101	99,606
	<u>3,685,103</u>	<u>3,430,732</u>

The key management personnel of the Charity comprise of the Trustees, the Executive Director and the Assistant Directors. The total employee benefits of the key management personnel of the Charity were £247,086 (2020: £231,848).

The number of employees whose annual remuneration was £60,000 or more were:

	2021 Number	2020 Number
£60,000 - £70,000	1	1

10 Net gains/(losses) on investments

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Revaluation of investments	54,601	(18,514)

LINKABILITY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

11 Tangible fixed assets

	Leasehold improvements	Office equipment and fixtures	Service base equipment and fixtures	Caravan for service users	Total
	£	£	£	£	£
Cost					
At 1 April 2020	33,580	92,380	88,563	36,004	250,527
Additions	3,925	-	1,158	-	5,083
At 31 March 2021	37,505	92,380	89,721	36,004	255,610
Depreciation and impairment					
At 1 April 2020	30,592	77,183	86,093	9,744	203,612
Depreciation charged in the year	4,171	8,198	787	3,443	16,599
At 31 March 2021	34,763	85,381	86,880	13,187	220,211
Carrying amount					
At 31 March 2021	2,742	6,999	2,841	22,817	35,399
At 31 March 2020	2,988	15,197	2,470	26,260	46,915

12 Fixed asset investments

	Listed investments £
Cost or valuation	
At 1 April 2020	250,912
Valuation changes	46,466
At 31 March 2021	297,378
Carrying amount	
At 31 March 2021	297,378
At 31 March 2020	250,912

Fixed asset investments revalued

The investments are valued at their current market value, taken from the relevant stock exchange prices. A valuation report is received quarterly from the investment managers detailing the values of all securities held.

13 Financial instruments

	2021 £	2020 £
Carrying amount of financial assets		
Instruments measured at fair value through profit or loss	297,378	250,912

LINKABILITY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

14 Debtors	2021	2020
Amounts falling due within one year:	£	£
Trade debtors	26,174	32,706
Other debtors	6,097	4,573
Prepayments and accrued income	174,320	199,191
	<u>206,591</u>	<u>236,470</u>

15 Loans and overdrafts	2021	2020
	£	£
Bank loans	<u>50,000</u>	<u>-</u>
Payable within one year	<u>50,000</u>	<u>-</u>

In June 2020 the Charity obtained a £50,000 bank loan under the Bounce-Back Loan scheme.

16 Creditors: amounts falling due within one year		2021	2020
	Notes	£	£
Loans and overdrafts	15	50,000	-
Other taxation and social security		51,830	52,444
Trade creditors		29,907	33,055
Other creditors		42,890	8,332
Accruals and deferred income		482,448	299,487
		<u>657,075</u>	<u>393,318</u>

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

17 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			
	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Balance at 31 March 2021 £
Roots donation	7,480	-	(380)	7,100	-	(360)	6,740
West Lancashire Positive Living	48,097	-	(9,328)	38,769	-	(9,486)	29,283
Skills for Care	-	750	(41)	709	48	(219)	538
Infection control funding	-	-	-	-	156,451	(144,079)	12,372
	<u>55,577</u>	<u>750</u>	<u>(9,749)</u>	<u>46,578</u>	<u>156,499</u>	<u>(154,144)</u>	<u>48,933</u>

The Roots donation is to be applied to provide training and equipment for the benefit of staff and service users in Rochdale.

The Charity took over the operations of West Lancs Positive Living Limited in 2016, including staff and service users. Prior to being formally dissolved, West Lancs Positive Living Limited made donations to Linkability of its remaining bank balances, and it also donated a static caravan, which was held for the benefit of service users. The caravan was upgraded to a newer caravan and continues to be offered for use by service users. The fund value carried forwards includes the carrying value of tangible fixed assets purchased as restricted assets (including the caravan).

The Skills for Care restricted fund represents funds received towards the cost of staff training for a diploma qualification.

18 Analysis of net assets between funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 March 2021 are represented by:						
Tangible assets	12,583	22,816	35,399	20,655	26,260	46,915
Investments	297,378	-	297,378	250,912	-	250,912
Current assets/ (liabilities)	279,629	26,117	305,746	208,362	20,318	228,680
	<u>589,590</u>	<u>48,933</u>	<u>638,523</u>	<u>479,929</u>	<u>46,578</u>	<u>526,507</u>

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

19 Operating lease commitments

At the reporting end date the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	54,038	56,001
Between two and five years	38,320	94,812
	<u>92,358</u>	<u>150,813</u>

20 Related party transactions

Transactions with related parties

During the year the Charity entered into the following transactions with related parties:

Community Living Initiatives - This charitable organisation publishes a sector specific magazine - 'Community Living'. Mrs J Adshead is a director. In the year ended 31 March 2021 Linkability paid £4,000 for sponsorship and advertising (2020: £420 for staff training).

The Lancashire Learning Disability Consortium (LLDC) - Linkability is a member of this organisation and Mrs J Adshead sits on its board. During the year ended 31 March 2021 Linkability paid membership fees of £800 (2020: £800).

The related parties are charities or community organisations with activities which are complementary to and in furtherance of the objectives of Linkability. The trustees and officers of Linkability do not receive remuneration from these organisations and do not hold any beneficial interest.

No guarantees have been given or received.

LINKABILITY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

21	Cash generated from operations		2021	2020
			£	£
	Surplus/(deficit) for the year		112,016	(16,350)
	Adjustments for:			
	Investment income recognised in profit or loss		(123)	(5,220)
	Fair value gains and losses on investments		(46,466)	22,622
	Depreciation and impairment of tangible fixed assets		16,600	18,433
	Movements in working capital:			
	Decrease/(increase) in debtors		29,879	(54,819)
	Increase in creditors		213,757	108,611
	Cash generated from operations		325,663	73,277
22	Analysis of changes in net funds			
		At 1 April 2020	Cash flows	At 31 March 2021
		£	£	£
	Cash at bank and in hand	385,528	370,702	756,230
	Loans falling due within one year	-	(50,000)	(50,000)
		<u>385,528</u>	<u>320,702</u>	<u>706,230</u>
		<u><u>385,528</u></u>	<u><u>320,702</u></u>	<u><u>706,230</u></u>

