

REGISTERED COMPANY NUMBER: 03267791 (England and Wales)
REGISTERED CHARITY NUMBER: 1059064

Report of the Trustees and
Audited Financial Statements for the Year Ended 31 March 2021
for
The Chester Link
(A Company Limited by Guarantee)

The Chester Link

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for the Year Ended 31 March 2021

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The Chester Link

Reference and Administrative Details
for the Year Ended 31 March 2021

TRUSTEES

Mr R J Causer (Chairman)
Mr J A Dick (Treasurer) (resigned 20/5/21)
Miss K A Robertson
Miss H Caley
Miss R L Causer
Ms K L Sinclair (resigned 29/10/20)
Ms M T Mannion
Mr A Ammirati (appointed 29/10/20)
Mr I P Spink (appointed 20/5/21)
Mr G R Dick (appointed 20/5/21)
Mrs E P Offer (appointed 20/5/21)

COMPANY SECRETARY

Miss K A Robertson

REGISTERED OFFICE

Suite 1B
Third Floor
10 St John Street
Chester
Cheshire
CH1 1DA

**REGISTERED COMPANY
NUMBER**

03267791 (England and Wales)

**REGISTERED CHARITY
NUMBER**

1059064

AUDITORS

Johnstone Howell & Co
Statutory Auditors
104 Whitby Road
Ellesmere Port
Cheshire
CH65 0AB

SOLICITORS

Aaron and Partners
5-7 Foregate Street
Chester
CH1 1HG

The Chester Link

Report of the Trustees
for the Year Ended 31 March 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Chester Link

Report of the Trustees for the Year Ended 31 March 2021

OBJECTIVES AND ACTIVITIES

Objectives and aims

Mission Statement

Chester Link supports individuals with learning disabilities to lead independent and fulfilling lives by facilitating and providing person-centred high quality care.

The strategic aims are to:

Ensure that our most important responsibility is to service users.

Work to promote the independence, choices, rights and responsibilities of service users. We will listen to service users to develop and provide services, activities, support and opportunities that are in direct response to their expressed or identified needs. We will ensure that service users are involved in the decisions that affect them wherever possible. We will encourage service users to speak up on their own behalf and use Advocacy Services as appropriate.

Value our staff, ensuring that they are well trained, informed and involved in the organisation's development, ensuring that we follow best practice.

Involve service users' families because it is fundamental to the way we work.

Work within a framework of regularly reviewed policies, informed decision making, and high quality, professional standards of service delivery.

Work in partnership with other organisations to secure the best response to the needs of our service users.

The Charitable Company supports nineteen people in six properties in Chester opened in 1999, 2002, 2007, 2018, 2019 and 2021. In February 2021 the company opened a new service in Chester with local families for two people, which has been successfully integrated into the working practices of the organisation.

At all properties, a staff team is employed on a rota to ensure the provision of support services that are tailor made to meet the needs of each service user. The houses are run as shared homes, with service users, where they can, taking responsibility for their share of tasks to promote independence. Service users are charged for the services they receive and use their benefits to pay for supported accommodation and care

Main Objectives and outcomes for the year 2020/2021

Covid-19 pandemic

Much has been written and talked about regarding the Covid-19 pandemic. I want to comment on the impact on the services of Chester Link in what was and continues to be a challenging environment to deliver services to adults with learning disabilities and autism.

Service users have seen a significant impact on their normal day to day activities with lockdowns, self-isolation and usage of masks, which for those with learning disabilities and autism have afforded a major disruption in their day to day living. Some people with learning disabilities and autism find change difficult but these have been major alterations in their lives with the resulting mental health challenges. Throughout the last year service users have come through this period with remarkable resilience and flexibility and our staff teams have supported them all throughout this time.

Our staff teams have played their part during the year with tremendous loyalty, flexibility and professionalism in supporting the delivery of front line services, often utilising innovative new ways of working to maintain as near normal service for those they have been supporting every day. Our thanks to you all.

We also know how important the families and friends of our service users are to maintaining stability in the lives. Due to the ever changing government restrictions, some of the normal family visits have been cancelled or have had to be altered to maintain social distancing. The trustees wish to thank families and friends for their understanding and patience during these difficult times and have always tried to maintain these vital links. Our thanks to our partner companies and contractors who work with us to deliver services, you have been with us throughout maintaining our houses and services in a safe and secure manner.

The Chester Link

Report of the Trustees for the Year Ended 31 March 2021

Finally, trustees want to recognise the massive contribution by the Chester Link leadership team for all they have done during this time. Every changing guidance, new forms, regulation, the need to work within government rules, the flexibility to fill in staffing shortages and continue to support the delivery of safe and secure service in unprecedented time, pays testament to the commitment, loyalty and resolve of all of those in our leadership team. Particular mention to Anna Maclese, our Chief Officer for the leadership and total professionalism in delivering our services in the most challenging of years.

Service users

Emphasis continues to be on the improvements of services to service users as their individual needs and abilities change. The company offers to provide service users with three services, Housing, Care and Support. The service at Winsford has only care and support provided with a close working relationship with a housing association who provide the housing and a linked SLA is in place between the two parties. Our new service in Chester is in a property owned by a charitable trust with Chester Link being responsible for the care and the day to day maintenance of the building,

Staff manage changes in the availability of services from outside agencies on an ongoing basis. The company continues to work with Cheshire West and Chester Council.

The company has a strategy to enhance the quality of service user's accommodation through its cyclical maintenance programme, which includes upgrades to bedroom and bathroom facilities for service users and to maintain the high standard of general up keep of the properties.

Service users maintain their own independent living supported by our staff. In normal years this has resulted in individual and small group holidays being taken throughout the year, supported by a regular programme of activities for those service users who wish to participate. These have been undertaken in the Chester Link properties and within the wider community. Due to Covid travel restrictions some of the usual holidays have been reduced in the year

On the 1st April 2012 the company commenced a service to provide a domiciliary service to a local service user and this service continued throughout 2020/21.

Staff

Staff teams continue to be stable with some small changes in year. The company's staff turnover is significantly below the average turnover of social care staff across the sector/country. The newer services in Winsford and Chester has seen the overall numbers of staff increase. The company's investment in staff education, training and development continues to be an important aspect of our endeavours to show demonstrable benefits to the service needs of service users, and is a measure of the company's appreciation of the contribution made by staff in achieving the company's aims.

All staff have their own personal development plans that are used to direct individual training programmes to meet their training needs. These plans are the basis under which staff receive continuous professional development as well as companywide training on subjects such as medicines management. Under the direction of our Chief Officer, the Care and Staffing Co-ordinators manage the daily activities of service users and staff.

Operational policy documents required by employment, housing, and care and support agencies continue to be subject to review in line with company's policy review timetable.

Management

Service users and staff teams have regular meetings and each House Team meets regularly with the Chief Officer. The minutes of both sets of meetings are summarised and any emerging issues are shared with the Board to enable immediate concerns to be addressed.

The management sub-committee led by the Chairman, meets and prepares reports for the Trustees as required.

Public Benefit

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on Public Benefit when reviewing the charity's aims and objectives and in planning its future activities.

The Chester Link

Report of the Trustees for the Year Ended 31 March 2021

STRATEGIC REPORT

Financial position

The Trustees note the financial results of the year. This year has seen a small surplus of overall income set against overall expenditure levels. Set against the small surplus the company has sought to maintain a programme of refurbishment and upgrades to property to maintain the high standards the company has set for its service users' accommodation. The company retains its cost commitment in investing in high quality staff training far above the mandatory levels set, and is bespoke around the needs of the service users.

The Charity had total incoming resources in the year of £1,099,951 (2020 - £824,227) and resources expended of £1,028,514 (2020 - £796,419) which has resulted in net incoming resources of £71,437 (2020 - £27,808).

The Trustees consider that the income resources in the foreseeable future will finance the ordinary activities of the Charity.

Resources Expended

The provision of accommodation and support services for our service users is the expenditure of the charity.

A mortgage loan, from the charity's bankers HSBC Bank plc, is secured on the freehold properties.

Reserves policy

The Trustees have reviewed the reserves of the charity. This review encompassed the nature of the income and expenditure of the charity, and the need to match variable income with fixed commitments and the nature of the reserves. The review concluded that to allow the charity to be managed efficiently and to provide a buffer for uninterrupted services, a general reserve equivalent to £300,000 should be maintained. This equates to approximately four months of annual expenditure.

During the year the charity's general reserves have increased by £71,437 to £1,371,765 at the year end. The trustees regularly review the charity's reserve requirements to ensure that they are in line with the charity's activities and provide cover for the growth in annual expenditure.

Income generation and reserves

Income Generation

The charity receives its income either directly from the service users or from Cheshire West and Chester Council.

Donations from individuals and charities continue to be received and Chester Link is grateful for all donations received. In 2020/21 the company continued with limited fundraising work, due to Covid-19 restrictions, to generate additional funds for service user's activities.

Corporate Priorities for 2020/2021 and beyond

In May 2016 the company finished a three-year business planning process which was supported by a volunteer from Chester Voluntary Action and a full report was received and approved by the Board on the 9 May 2016. Given the ever changing business environment, the Board agreed that the Business plan required to be refreshed and working with Chester Voluntary Action a new volunteer was identified who agreed to support the Board in this task which was undertaken during the 2019/20 financial year. A new summary set of business objectives was received by the board for further development. Given the environment the company is working in trustees have agreed to refresh in full the business plan, this work is due to commence in September 2021.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is a charitable company limited by guarantee incorporated on 24 October 1996. It is governed by a Memorandum and Articles of Association.

At the trustees' Board meeting of the 9 May 2016 the trustees agreed to change the articles of association which were originally established on the 24 October 1996 to the following words which now more accurately reflect the company's work.

Its original objects are:

- (a) the relief of persons with learning difficulties in the City of Chester and its environs (the area), and of the families of such persons, in particular through the promotion and provision of supported accommodation; and
- (b) the promotion and provision of education and training facilities for persons with learning difficulties in the area, particularly facilities which lead to self-reliance and independent living within the community.

A change to the company's objects were approved at the September 2016 AGM and remain as:

- (a) the relief of persons with learning disabilities, and of the families of such persons, in particular through the promotion and provision of supported accommodation; and
- (b) the promotion and provision of care and support for persons with learning disabilities, particularly facilities which lead to self-reliance and independent living within the community.

Election and Role of Trustees

The charity has adopted the "Trustee Model", whereby the charity's trustees are the voting members of the organisation and the Board of Directors.

New trustees are supported through an induction process, which includes a presentation, planned visits to each department of the organisation, plus written material giving additional background information and outlining the responsibilities as a trustee.

The Board of Trustees is responsible for the overall governance and direction of the charity, with day-to-day operational management delegated to the Chief Officer, Mrs Anna Macleese.

The trustee directors meet three/four times each year and at other times as the business demands.

No director/trustee has any beneficial interest in the company. The subscribing members of the company undertook to contribute £1 each in the event of a winding up.

Governance and Structure

The charity continues to review its structure to ensure it fits its service users' needs and day to day operational pressures. In 2020/2021 the Charity made some small changes to its leadership structure as follows:

Leadership structure

The company now employs around 50 staff in full time, part time and relief basis. The Chief Officer is responsible for all day-to-day operational management. The Care, Staff and Housing Co-Ordinators all report to the Chief Officer. Four Lead Support Workers cover the newly formed four main locations of the company's business. They are in post to support the day-to-day and on call duties with the leadership team. In addition, there is a bank of dedicated and experienced Relief Support Workers and Chester Link also employs an Administrator who is responsible for the company bookkeeping.

Board and subcommittee structure

The Board is supported by just one Management sub-committee that formally reports to the Board, comprising of trustees and the Chief Officer: This sub committee meets as and when business requires this to take place

STRUCTURE, GOVERNANCE AND MANAGEMENT

Internal Control

The trustees have overall responsibility for ensuring that the charity has appropriate systems of control, financial and otherwise. They are also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- The charity is operating efficiently and effectively;
- Its assets are safeguarded against unauthorised use or disposition;
- Proper records are maintained and financial information used within the charity or for publication is reliable;
- The charity complies with relevant laws and regulations.

The systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- A strategic plan and annual budget approved by the trustees.
- Regular consideration by the trustees of financial results, variance from budgets, non-financial performance indicators and benchmarking reviews.
- Delegation of authority and segregation of duties.
- Identification and management of risks.

Quality Assurance

The company continues to achieve the standards set by Investors in People for the staffing side of the business. The company was successfully re-accredited for 3 years after a visit in May 2016. The company towards the end of the financial year 2018/19 took the decision to no longer renew its Investors in People accreditation. The company felt that the accreditation no longer met its business needs but Chester Link remains totally committed to its staff, training and their development.

The company is registered with the Care Quality Commission (CQC) and after an announced inspection on the 21 September 2018 a report was received on 24 October 2018 rating the company's activities as overall "good" and in the five domain areas of inspection also rated as "good". Given the Covid pandemic, CQC have changed their inspection regime to one of a risk based approach and a desk top data risk review. Chester Link were notified on the 12 July 2021 in accordance with this approach, CQC carried out a review of the data available about The Chester Link on the 8 July 2021 and found no evidence for the need to carry out an inspection or reassess their rating at this stage.

The company is registered and approved by 'The Cheshire West and Chester Council Learning Disability Framework' as a preferred provider of care and support.

Risk Assessment

The trustees have a formal risk management process, including a risk register, to assess business risks and implement risk management strategies. This involves identifying the types of risks the charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating the risks. As part of this process the trustees reviewed this in full during the year which included the adequacy of the charity's current internal controls.

EVENTS SINCE THE END OF THE YEAR

Information relating to events since the end of the year is given in the notes to the financial statements.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of The Chester Link for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

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

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 trustees are aware:

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

AUDITORS

The auditors, Johnstone Howell & Co, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 9 September 2021 and signed on the board's behalf by:

Miss K A Robertson - Trustee

Report of the Independent Auditors to the Trustees of
The Chester Link

Opinion

We have audited the financial statements of The Chester Link (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Report of the Independent Auditors to the Trustees of
The Chester Link

Responsibilities of trustees

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

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

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and the industry in which it operates, and considered the risk of acts by the charitable company that were contrary to applicable laws and regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

We focussed on laws and regulations which could give rise to a material misstatement in the financial statements, including, but not limited to, the Companies Act 2006 and UK tax legislation. Our tests included agreeing the financial statement disclosures to underlying supporting documentation and enquiries with management. There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. We did not identify any key audit matters relating to irregularities, including fraud. As in all our audits, we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

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

Report of the Independent Auditors to the Trustees of
The Chester Link

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

for and on behalf of Johnstone Howell & Co

Statutory Auditors

Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006

104 Whitby Road

Ellesmere Port

Cheshire

CH65 0AB

9 September 2021

The Chester Link

Statement of Financial Activities
for the Year Ended 31 March 2021

	Notes	Unrestricted funds £	Restricted fund £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	1,594	-	1,594	922
Charitable activities	4				
Residents' contributions		1,071,740	-	1,071,740	823,303
Investment income	3	-	-	-	2
Other income		26,617	-	26,617	-
Total		<u>1,099,951</u>	<u>-</u>	<u>1,099,951</u>	<u>824,227</u>
EXPENDITURE ON					
Charitable activities	5				
Staff costs		856,092	-	856,092	601,055
Household expenses		122,094	-	122,094	112,543
Governance		10,058	-	10,058	5,789
Support costs		39,009	-	39,009	31,083
Mortgage interest		188	-	188	8,426
Raised funds expended		1,073	-	1,073	1,564
Loss on sale of property		-	-	-	35,959
Total		<u>1,028,514</u>	<u>-</u>	<u>1,028,514</u>	<u>796,419</u>
NET INCOME		<u>71,437</u>	<u>-</u>	<u>71,437</u>	<u>27,808</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		1,645,658	109,480	1,755,138	1,727,330
TOTAL FUNDS CARRIED FORWARD		<u><u>1,717,095</u></u>	<u><u>109,480</u></u>	<u><u>1,826,575</u></u>	<u><u>1,755,138</u></u>

The notes form part of these financial statements

The Chester Link

Balance Sheet
31 March 2021

	Notes	Unrestricted funds £	Restricted fund £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	11	1,397,069	109,480	1,506,549	1,506,549
CURRENT ASSETS					
Debtors	12	98,069	-	98,069	39,125
Cash at bank and in hand		287,081	-	287,081	281,492
		<hr/>	<hr/>	<hr/>	<hr/>
		385,150	-	385,150	320,617
CREDITORS					
Amounts falling due within one year	13	(58,566)	-	(58,566)	(48,528)
		<hr/>	<hr/>	<hr/>	<hr/>
NET CURRENT ASSETS		326,584	-	326,584	272,089
		<hr/>	<hr/>	<hr/>	<hr/>
TOTAL ASSETS LESS CURRENT LIABILITIES		1,723,653	109,480	1,833,133	1,778,638
CREDITORS					
Amounts falling due after more than one year	14	(2,470)	-	(2,470)	(8,500)
PROVISIONS FOR LIABILITIES	18	(4,088)	-	(4,088)	(15,000)
		<hr/>	<hr/>	<hr/>	<hr/>
NET ASSETS		1,717,095	109,480	1,826,575	1,755,138
		<hr/>	<hr/>	<hr/>	<hr/>
FUNDS	19				
Unrestricted funds:					
General fund				1,371,765	1,300,328
Revaluation Reserve				340,403	340,403
Designated Financial Support fund				4,927	4,927
				<hr/>	<hr/>
				1,717,095	1,645,658
Restricted funds:					
Property Purchased fund				109,480	109,480
				<hr/>	<hr/>
TOTAL FUNDS				1,826,575	1,755,138
				<hr/>	<hr/>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

The Chester Link

Balance Sheet - continued

31 March 2021

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The financial statements were approved by the Board of Trustees and authorised for issue on 9 September 2021 and were signed on its behalf by:

Mr R J Causer (Chairman) - Trustee

The Chester Link

Cash Flow Statement
for the Year Ended 31 March 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	11,562	39,210
Interest paid		(188)	(8,426)
Net cash provided by operating activities		<u>11,374</u>	<u>30,784</u>
Cash flows from investing activities			
Sale of tangible fixed assets		-	430,041
Interest received		-	2
Net cash provided by investing activities		<u>-</u>	<u>430,043</u>
Cash flows from financing activities			
Loan repayments in year		(5,785)	(221,478)
Net cash used in financing activities		<u>(5,785)</u>	<u>(221,478)</u>
Change in cash and cash equivalents in the reporting period		<u>5,589</u>	<u>239,349</u>
Cash and cash equivalents at the beginning of the reporting period		<u>281,492</u>	<u>42,143</u>
Cash and cash equivalents at the end of the reporting period		<u><u>287,081</u></u>	<u><u>281,492</u></u>

The notes form part of these financial statements

Notes to the Cash Flow Statement
for the Year Ended 31 March 2021

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for the reporting period (as per the Statement of Financial Activities)	71,437	27,808
Adjustments for:		
Loss on disposal of fixed assets	-	35,959
Interest received	-	(2)
Interest paid	188	8,426
Decrease in provisions	(10,912)	-
Increase in debtors	(58,944)	(33,745)
Increase in creditors	9,793	764
Net cash provided by operations	<u>11,562</u>	<u>39,210</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20 £	Cash flow £	At 31.3.21 £
Net cash			
Cash at bank and in hand	281,492	5,589	287,081
	<u>281,492</u>	<u>5,589</u>	<u>287,081</u>
Debt			
Debts falling due within 1 year	(5,625)	(245)	(5,870)
Debts falling due after 1 year	(8,500)	6,030	(2,470)
	<u>(14,125)</u>	<u>5,785</u>	<u>(8,340)</u>
Total	<u>267,367</u>	<u>11,374</u>	<u>278,741</u>

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

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

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

The director trustees consider that the freehold land and buildings have a residual value not less than book value as a consequence of the charity's policy to maintain the properties in such a condition that their value as a whole is not impaired by the passage of time. No depreciation has, therefore, been provided as the amount involved is insignificant.

The cost of such maintenance is charged to revenue each year.

The trustee directors consider that this departure from statutory accounting principles is necessary in order that the financial statements may give a true and fair view.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds have been given to the charity for a particular purpose and can only be spent on that purpose.

Designated funds are unrestricted funds that the trustees have set aside for a particular purpose. Such funds can be undesignated or re-designated.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Government grants

Government grants are recognised when there is reasonable assurance that the entity will comply with the conditions attaching to the grant and the grant will be received.

Notes to the Financial Statements - continued
for the Year Ended 31 March 2021

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations and fundraising	1,594	922
	<u>1,594</u>	<u>922</u>

3. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	-	2
	<u>-</u>	<u>2</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	2021	2020
	£	£
Residents' contributions	1,071,740	823,303
	<u>1,071,740</u>	<u>823,303</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
Staff costs	856,092	-	856,092
Household expenses	122,094	-	122,094
Governance	-	10,058	10,058
Support costs	-	39,009	39,009
Mortgage interest	-	188	188
Raised funds expended	1,073	-	1,073
	<u>979,259</u>	<u>49,255</u>	<u>1,028,514</u>

6. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Governance	-	-	10,058	10,058
Support costs	39,009	-	-	39,009
Mortgage interest	-	188	-	188
	<u>39,009</u>	<u>188</u>	<u>10,058</u>	<u>49,255</u>

7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Auditors' remuneration	3,600	3,474
Other non-audit services	5,274	1,296
Other operating leases	606	-
Deficit on disposal of fixed assets	-	35,959
	<u>-</u>	<u>35,959</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2021

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Three director trustees received re-imbursement of approved expenses which they necessarily incurred on behalf of the charity totalling £100 (2020 - £100).

9. STAFF COSTS

	2021 £	2020 £
Wages and salaries	852,342	598,083
	<u>852,342</u>	<u>598,083</u>

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

	2021	2020
Charitable activities	40	35
Governance, administration	5	5
	<u>45</u>	<u>40</u>

No employees received emoluments in excess of £60,000.

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	922	-	922
Charitable activities			
Residents' contributions	823,303	-	823,303
Investment income	2	-	2
Total	<u>824,227</u>	<u>-</u>	<u>824,227</u>
EXPENDITURE ON			
Charitable activities			
Staff costs	601,055	-	601,055
Household expenses	112,543	-	112,543
Governance	5,789	-	5,789
Support costs	31,083	-	31,083
Mortgage interest	8,426	-	8,426
Raised funds expended	1,564	-	1,564
Loss on sale of property	35,959	-	35,959
Total	<u>796,419</u>	<u>-</u>	<u>796,419</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2021

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted fund £	Total funds £
NET INCOME	27,808	-	27,808

RECONCILIATION OF FUNDS

Total funds brought forward	1,617,850	109,480	1,727,330
TOTAL FUNDS CARRIED FORWARD	1,645,658	109,480	1,755,138

11. TANGIBLE FIXED ASSETS

	Freehold property £
COST	
At 1 April 2020 and 31 March 2021	1,506,549
NET BOOK VALUE	
At 31 March 2021	1,506,549
At 31 March 2020	1,506,549

The director trustees consider that the freehold land and buildings have a residual value not less than book value as a consequence of the charity's policy to maintain the properties in such a condition that their value as a whole is not impaired by the passage of time. No depreciation has, therefore, been provided as the amount involved is insignificant.

The original cost of the freehold land and buildings is £1,166,146 (2020 - £1,166,146).

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Other debtors	90,322	39,125
Prepayments	7,747	-
	98,069	39,125

Notes to the Financial Statements - continued
for the Year Ended 31 March 2021

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Bank loans and overdrafts (see note 15)	5,870	5,625
Social security and other taxes	13,100	11,739
Other creditors	5,153	-
Accrued expenses	34,443	31,164
	<u>58,566</u>	<u>48,528</u>

14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£	£
Bank loans (see note 15)	<u>2,470</u>	<u>8,500</u>

15. LOANS

An analysis of the maturity of loans is given below:

	2021	2020
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>5,870</u>	<u>5,625</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>2,470</u>	<u>8,500</u>

16. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021	2020
	£	£
Within one year	17,617	-
Between one and five years	57,510	-
	<u>75,127</u>	<u>-</u>

17. SECURED DEBTS

The following secured debts are included within creditors:

	2021	2020
	£	£
Bank loans	<u>8,340</u>	<u>14,125</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2021

18. PROVISIONS FOR LIABILITIES

	2021 £	2020 £
Property maintenance reserve	4,088	15,000

19. MOVEMENT IN FUNDS

	At 1.4.20 £	Net movement in funds £	At 31.3.21 £
Unrestricted funds			
General fund	1,300,328	71,437	1,371,765
Revaluation Reserve	340,403	-	340,403
Designated Financial Support fund	4,927	-	4,927
	1,645,658	71,437	1,717,095
Restricted funds			
Property Purchased fund	109,480	-	109,480
TOTAL FUNDS	1,755,138	71,437	1,826,575

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,099,951	(1,028,514)	71,437
TOTAL FUNDS	1,099,951	(1,028,514)	71,437

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.20 £
Unrestricted funds				
General fund	412,770	27,808	859,750	1,300,328
Designated Mortgage Repayment fund	405,004	-	(405,004)	-
Revaluation Reserve	532,078	-	(191,675)	340,403
Designated Property Purchased fund	173,071	-	(173,071)	-
Designated Business Development Reserve	90,000	-	(90,000)	-
Designated Financial Support fund	4,927	-	-	4,927
	1,617,850	27,808	-	1,645,658
Restricted funds				
Property Purchased fund	109,480	-	-	109,480
TOTAL FUNDS	1,727,330	27,808	-	1,755,138

Notes to the Financial Statements - continued
for the Year Ended 31 March 2021

19. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	824,227	(796,419)	27,808
TOTAL FUNDS	<u>824,227</u>	<u>(796,419)</u>	<u>27,808</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	412,770	99,245	859,750	1,371,765
Designated Mortgage Repayment fund	405,004	-	(405,004)	-
Revaluation Reserve	532,078	-	(191,675)	340,403
Designated Property Purchased fund	173,071	-	(173,071)	-
Designated Business Development Reserve	90,000	-	(90,000)	-
Designated Financial Support fund	4,927	-	-	4,927
	<u>1,617,850</u>	<u>99,245</u>	<u>-</u>	<u>1,717,095</u>
Restricted funds				
Property Purchased fund	109,480	-	-	109,480
TOTAL FUNDS	<u>1,727,330</u>	<u>99,245</u>	<u>-</u>	<u>1,826,575</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,924,178	(1,824,933)	99,245
TOTAL FUNDS	<u>1,924,178</u>	<u>(1,824,933)</u>	<u>99,245</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2021

20. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2021.

21. POST BALANCE SHEET EVENTS

From early 2020, the Coronavirus (COVID-19) pandemic has severely impacted upon many economies across the world. Measures taken by governments to control the spread of the virus have included travel bans, quarantine restrictions, social distancing and the closing of non-essential services resulting in many businesses and organisations having to cease or limit their activities for long or indefinite periods of time leading to a global economic slowdown. Governments and central banks have responded with monetary and fiscal interventions in order to stabilise economic conditions.

It is not possible to estimate the duration and impact of the Coronavirus (COVID-19) pandemic on the financial position and results of the charitable company for future periods. However, whilst members of staff have needed to adapt to working from home and other changes, it has only been necessary to take limited advantage of the UK Government's Job Retention Scheme and other measures. Accordingly, the trustees have determined that these are non-adjusting post balance sheet events. Furthermore, the financial position and results for the year ended 31 March 2021 have not been adjusted to reflect their impact.

22. DESIGNATED FUNDS

FINANCIAL SUPPORT FUND

The Financial Support fund has been established to allocate funds to a designated account to provide finance to service users who were facing financial difficulties remaining as the charity's service users.

23. RESTRICTED FUNDS

PROPERTY PURCHASED FUND

The National Lottery Charities Board provided a significant start-up grant in 1998 of £109,480 which contributed towards initial operating funding and the purchase of the first property. This is held in a restricted fund.

The Chester Link

Detailed Statement of Financial Activities
for the Year Ended 31 March 2021

	2021 £	2020 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations and fundraising	1,594	922
Investment income		
Deposit account interest	-	2
Charitable activities		
Residents' contributions	1,071,740	823,303
Other income		
Government grants received, Job Retention Scheme	872	-
Government grants received, discretionary	25,745	-
	<hr/> 26,617	<hr/> -
Total incoming resources	1,099,951	824,227
EXPENDITURE		
Charitable activities		
Wages	852,342	598,083
Rent and service charges	606	-
Rates and water	5,519	6,382
Insurance	5,972	6,320
Light and heat	16,775	14,628
Telephone	5,388	5,593
Household expenses	42,178	46,993
Property expenses	45,656	32,627
Training	3,750	2,972
Raised funds expended	1,073	1,564
Loss on sale of tangible fixed assets	-	35,959
	<hr/> 979,259	<hr/> 751,121
Support costs		
Management		
Secretarial expenses	24,911	21,638
General expenses	132	404
Bank charges	240	1,574
Professional fees	6,066	7,467
Coronavirus (COVID-19) related costs	7,660	-
	<hr/> 39,009	<hr/> 31,083
Finance		
Mortgage	188	8,426

The Chester Link

Detailed Statement of Financial Activities
for the Year Ended 31 March 2021

	2021 £	2020 £
Finance		
Governance costs		
Auditors' remuneration	3,600	3,474
Auditors' remuneration for non audit work	5,274	1,296
Care Quality Commission	1,184	1,019
	<hr/> 10,058	<hr/> 5,789
Total resources expended	<hr/> 1,028,514	<hr/> 796,419
Net income	<hr/> <hr/> 71,437	<hr/> <hr/> 27,808