

LINK TO CHANGE LTD

FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2021

Company Registration No: 4749130
Registered Charity No: 1098452

A1 LIFESTYLE ACCOUNTS LTD
ACCOUNTANTS
EXECUTIVE SUITE
THE A1 LIFESTYLE VILLAGE
GREAT NORTH ROAD
LITTLE PAXTON
ST NEOTS
CAMBRIDGESHIRE PE19 6EN

LINK TO CHANGE LIMITED
FINANCIAL STATEMENTS
YEAR ENDED 31ST MARCH 2021

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COMPANY INFORMATION

YEAR ENDED 31ST MARCH 2021

CHAIR:

Ms Felicity Mallam

TRUSTEES:

The trustees of the company during the year were as follows:

Alan McCormick
Martine Boyd (Resigned August 2020)
Rowan Moore
Shreena Misty (Appointed 21st October 2020)
Fiona Factor (Appointed 21st October 2020)
Sarah Morecombe (Appointed 9th June 2021)

REGISTERED OFFICE:

40 Mill Street
Bedford
Bedfordshire
MK40 3HD

REGISTERED NUMBER:

4749130

CHARITY NUMBER:

1098452

ACCOUNTANTS:

A1 Lifestyle Accounts Ltd
Executive Suite
The A1 Lifestyle Village
Great North Road
Little Paxton
St Neots
Cambridgeshire
PE19 6EN

REPORT OF THE CHAIR OF TRUSTEES**YEAR ENDED 31ST 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 2015).

Objectives and Activities

Link to Change operates under a set of core values: respect, a non-judgemental approach, compassion, inclusiveness and regard for the United Nations Rights of the Child and the Human Rights Act. As a charity we operate a reflective practice, are proactive and are responsive to need.

The objects of the charity are as follows:

- To advance the education; preserve and protect the mental and physical health and relieve sickness and poverty of children, young people and adults.
- The advancement of education for the public benefit in the issues surrounding children and young people, their families and carers, in respect of sexual exploitation, substance misuse and social exclusion in response to the needs presented by the local communities in Cambridgeshire and surrounding counties.

The Link to Change Vision:

Our vision is of a world where everyone can live free from exploitation.

The Link to Change Mission:

Link to Change is committed to being the experts in child exploitation, using direct experience to advocate and support change.

We achieve this by:

- Inspiring and enabling positive change, growth and self-worth for all children and young people.
- Having a commitment to young people's participation and involvement in service design, governance and review.
- Building engaging and trusted relationships with children, young people, families, professionals and the communities in which they live within.
- Providing a holistic and dynamic trauma-informed support service around exploitation.
- Being proactive with children and young people in prevention as the best form of protection against exploitation.

The Link to Change Values are:

- **Inclusivity-** We believe that all survivors of exploitation should be supported and have access to appropriate services. Beneficiaries are the heart of everything we do.
- **Quality-** We provide an effective, reliable and high-quality service to young people, their families, the community and professionals to support them.
- **Challenging-** We advocate for and with young people and challenge other professionals to create positive change.
- **Trustworthy-** We are confident in our commitment and credibility to deliver on what we say we are going to do.
- **Dedication-** We are committed to our young people through providing open-ended and continuous support.
- **Knowledge-** We are dedicated to continually build upon our knowledge and expertise in the field of children, young people and exploitation.
- **Safety-** We create a culture to safeguard and protect everyone from exploitation.

Public Benefit

The Trustees of Link to Change have due regard to the Charity Commission's public benefit guidance to meet their legal obligations under the Charities Act.

Child Exploitation can have a devastating impact on the social integration, economic well-being and life opportunities of young people. Difficulties faced by victims of child exploitation include isolation from family and friends, teenage parenthood, failing examinations or dropping out of education altogether, unemployment, mental health problems, suicide attempts, alcohol and drug addiction, aggressive behaviour and criminal activity. Child Exploitation has a profoundly damaging effect on families and communities.

Reports from the Office of the Children's Commissioner and leading academic institutions inform us that there is still much work to be done.

The Trustees believe that the contribution that Link to Change makes to improving the public knowledge of child exploitation and the support that it offers to the victims of this terrible crime is of public benefit.

ACHIEVEMENT AND PERFORMANCE

Funding Successes

The Trustees extend their grateful thanks to all our funders who are listed in the financial statement and to our donors who have contributed, often without publicity, enabling us to expand our services and reach more young people.

2020-21 was another good year for Link to Change due to securing fantastic funding from some of the following: Garfield Weston, Lloyds Foundation, The Charles Hayward Foundation, Luton Youth Fund, Bedfordshire and Luton Community Foundation, The Harpur Trust and many others. We embarked on enhancing our partnership with FACES in Bedford on a joint funding grant from the Office of the Police Crime Commissioner and for a the new #SEEN Project funded by The Harpur Trust.

We additionally secured funding from The Clothworkers Foundation to update our IT systems, support and equipment.

Charitable Donations and Assistance

Thank you to our volunteers who grant us their 'gift of time'.

We would especially like to offer our sincerest thank you again to Antechs who provide our technical support beyond their contractual agreement.

Partnership Working

We have built upon and strengthened our partnerships with the local authority and police within Bedfordshire solidifying our relationships and practice in the county. We attend all the vital partnership and strategic meetings within the county, ensuring we have the relevant tools and knowledge for effective and positive service delivery, working within a contextual safeguarding framework.

We have strong partnerships with schools in our geographic areas, delivering preventative and educational work. Helping young people at risk of or experiencing child exploitation to remain in touch with their education and achieve their potential, despite the harms caused.

We continued to build upon our new relationships and partners within the county, including Boxing Saves Lives and Luton Youth Offending. We have created new partnerships to build upon the future of Link to Change and create lasting change within the county.

Charitable Activities

In 2020-21 we intended on holding our 7th Annual Conference in March, however, as a direct result of COVID-19 the conference was postponed until later in the year. The conference took place digitally on Thursday 12th November. The conference was very successful with over 100 delegates attending to hear from our guest speakers. Our amazing guest speakers included Dr. Isabelle Brodie from The University of Bedfordshire, Alexia Powell from The Children's Society, Sarah Goff from The Ann Craft Trust, Mark Wheelan from PACE, Helen Veitch from Children's Unite and Glenda Roberts.

Risk Management

The trustees have considered and reviewed the major risk to which the charity is exposed and have implemented systems to monitor and as necessary address these risks.

Our Services

Over the course of 2020-21, despite the impact of the COVID-19 pandemic, we provided the following:

- Intensive 1-2-1 support to 132 young people who experienced child exploitation.
- Preventative workshops and targeted group work were delivered to 302 young people in a community or school setting.
- Over 50 professionals, who work with vulnerable children and adults, attended our training days.

Link to Change continued to provide a holistic service to support children and young people who are at risk of or experiencing exploitation. The service encompassed all areas of supporting children and young people, specifically tailored to individual need and experience.

The 2020 Service Strategy looked to start to structure three main service provisions under the following domains: Choice, Challenge and Change.

We were excited to offer the first two projects of our preventative Choice strand, The Choice Project funded by The Charles Hayward Foundation and The Choice Project: Reload funded by Luton Youth Fund. This saw the introduction of our Early-Intervention Specialist Exploitation Worker and a reduction in our age range to 10 years old. The projects look to provide educational and critical thinking skills to enable the children and young people to make an informed decision.

Our other main services provided were encompassed under the Challenge strand. This saw Link to Change continuing to deliver their high-quality services, working with the cycle of exploitation, providing wellbeing and resilience support to children and young people in changing the cycle of exploitation. These projects included:

- National Lottery Community Fund- Pan-Bedfordshire Services.
- Office of Police Crime Commissioner- Changing FACES project with our partners FACES Bedford.
- The Harpur Trust- #SEEN Project with our partners FACES Bedford.
- Children in Need- The Dodgems Project (Cambridgeshire and Bedfordshire).
- The Pilgrims Trust- Helter Skelter Project.

Our Change strand saw the further work and development of our Participation Group, providing empowerment and participation to young people after a life of exploitation. We would like to give our thanks to all of the young people who have worked with us, especially our participation members who have been instrumental in enhancing policy change and professionals' responses to child exploitation. This year the participation group has continued to work with our team to advise and develop the charity. Our participation group has had an active voice in the governance and operations of the charity and recruitment interviews. In addition to this, the participation group has assisted Bedfordshire Police, Bedfordshire University, The Children's Society and the Local Authorities with a variety of different consultations, providing an insight into their experiences and viewpoints. Their contributions have been pivotal in ensuring our beneficiaries are at the heart of the work we deliver, ensuring children and young people can live happier and healthier lives free from child exploitation.

2020-21 saw Link to Change to continue to build upon our successes across Pan-Bedfordshire.

Waiting lists for our entire projects are high and we working hard to secure future and further funding to continue delivering these vital services.

COVID-19 PANDEMIC

Impact

COVID-19 impacted Link to Change's capacity to deliver specific activities including both targeted group work and information raising workshops. This reduction in service delivery led to a decrease in the number of children and young people we were able to successfully support. These activities traditionally take place in the community, schools and at partner organisations. It has been increasingly difficult due to lockdown restrictions, access to schools, constraints in the community and access to venues.

During March to July staff were supporting our beneficiaries either virtually or via telephone. However, the current caseloads during this time saw an increase in engagement and request for help as a direct result of COVID-19. Our beneficiaries were and continue to struggle, to manage even more within their life, especially those with complex backgrounds.

From July to present, Link to Change re-introduced face to face service delivery in line with the governments social distancing guidelines. Our practitioners listened to the children and young people receiving support, as well as evaluating their current safeguarding concerns and delivered the style of services they wished for and was required.

Link to Change was fortunate enough to retain all their staff and no employees were furloughed.

FINANCIAL REVIEW

Financial Position

The financial statements for the year ended March 2021 show that the charity received income of £428,830 and incurred expenditure of £270,014. This was in line with expectations.

Reserves at the year-end are £70,000 with this set aside to meet estimated costs of winding up the charity if further funds are not secured.

No tax has been levied upon any of the organisation/company's activities.

The Trustees consider the funding levels committed to by funders to be adequate for the forthcoming twelve months but recognise the on-going need for both additional and replacement funding to be secured. The Trustees also recognise the need to diversify funding sources away from the purely philanthropic and are confident that additional funding can be secured and that the income generation strategy for 2021-2024 is strong.

We were very fortunate that from a financial perspective the impact of the COVID-19 pandemic was minimal, with thanks to the generosity of our funders and supporters, including the Lloyds Foundation, National Lottery Community Fund and The Harpur Trust.

FUTURE PLANS

2020 saw the continuing growth and expansion of our work throughout Pan-Bedfordshire, with new and exciting partnerships taking place. We look forward to continuing to build strong and lasting relationships in this area and develop further new services in line with our Strategy into Action for 2020-2023.

We welcomed new highly experienced members of staff to join the delivery team, including the brand-new role of an Early-Intervention Specialist Exploitation Worker.

We also most warmly thank all our passionate and committed staff who are always willing to 'go the extra mile' to ensure that our service users receive a quality provision.

We look forward to relocating the office to Bedfordshire to assist in the development of the charity and its services within the county.

We were delighted to welcome Felicity Mallam as our new Chair to the Board and Alan McCormick as our Vice-Chair.

Following a recruitment drive for new Trustees to expand our diversity this year we would like to welcome Fiona Factor, Shreena Mistry and Sarah Morecombe. We additionally welcomed Stephanie Rodriguez who is an observer to the board as a part of the London Business School Trustee Fellowship Programme (not a trustee).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company operates under its memorandum and articles of association dated 1 April 2003; amended on 8 July 2011.

Charity Constitution & Management

The charitable company is led by a board of directors, who are the trustees and form the council of management of the company.

Trustees are co-opted to the Board with the agreement of the Directors and are elected at the annual general meeting. Each Trustee has an area of interest and works closely with staff to develop and maintain these activities.


The Trustees approve the strategic plan, the business plan and monitor their implementation. Periodically the Trustees approve reviews of the charity's policies and procedures under the guidance of the CEO.

The Board of Directors seeks to ensure that the needs of all user groups are reflected through the diversity of skills represented by the Board. Through open advertising, new members with appropriate skills are recruited and co-opted to the Board.

All Trustees are familiar with the practical work of the charity. New members are inducted by the CEO and the Chairman and are encouraged to spend time with operational staff. Each Trustee is provided with a pack covering:

- Obligations of the Board of Directors.
- Charity's Policies and Procedures.
- Resourcing and current financial position.
- Future plans and objectives.

Approved by the trustees of the charity on 2/2/21 And signed on its behalf by:


.....
Ms Felicity Mallam
Chair

INCOME STATEMENT

YEAR ENDED 31ST MARCH 2021

	Note	2021 £	2020 £
TURNOVER		465,755	329,955
Cost of Sales		-	-
GROSS INCOME		465,755	329,955
Administrative Expenses		(306,438)	(324,075)
SURPLUS FOR THE FINANCIAL YEAR		159,317	5,880
BALANCE BROUGHT FORWARD		197,025	191,145
BALANCE CARRIED FORWARD		356,342	197,025

1 Income and Endowments

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

2 Investment Income

	2021 £	2020 £
Interest receivable on bank deposits	62	281

3 Fund Structure

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for a specific purpose, the use of which is restricted to that area of purpose.

Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

4 Pensions and Other Post Retirement Obligations

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Pension costs are allocated between activities and funds on the same basis as any other salary costs.

STATEMENT OF INCOME, EXPENDITURE AND FUNDS BALANCES FOR THE YEAR ENDED 31ST MARCH 2021

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Income and Endowments						
Donations and legacies	133,214	-	133,214	57,863	-	57,863
Charitable Activities	-	332,479	332,479	52,000	219,311	271,311
Investment Income	62	-	62	281	-	281
Total Income	133,276	332,479	465,755	110,144	219,311	329,455
Expenditure						
Charitable Activities	(146,738)	(159,700)	(306,438)	(175,228)	(148,847)	(324,075)
Net	(13,462)	172,779	159,317	(64,584)	70,464	5,880
Transfers Between Funds	141,466	(141,466)	-	88,399	(88,399)	-
Net Funds	128,004	31,313	159,317	23,815	(17,935)	5,880
Reconciliation of Funds						
Total Funds Brought Forward	138,386	58,639	197,025	114,571	76,574	191,145
Total Funds Carried Forward	266,390	89,952	356,342	138,386	58,639	197,025

	Helter Skelter Project 2020	Pilgrims' Trust Project	Harpur Trust Fund Project	OPCC Project	Children In Need Dodgins Project	Luton Youth Fund & Charles Hayward Project	Server Upgrade Capital Project	Luton Youth Offending Project	Beds (Big Lottery) Project	Total Restricted Funds 2021	Total Restricted Funds 2020
	£	£	£	£	£	£	£	£	£	£	£
Income and Endowments											
Charitable Activities	-	13,332	21,551	46,424	46,990	24,950	16,200	14,294	148,738	332,479	219,311
Expenditure											
Charitable Activities	-	5,283	10,558	41,214	28,631	6,285	-	-	67,729	159,700	148,847
Net Income	-	8,049	10,993	5,210	18,359	18,665	16,200	14,294	81,009	172,779	70,464
Transfers Between Funds	(5)	(6,666)	(819)	-	(16,364)	(1,325)	(16,200)	-	(100,087)	(141,466)	(88,399)
Net Movement in Funds	(5)	1,383	10,174	5,210	1,995	17,340	-	14,294	(19,078)	31,313	17,935
Reconciliation of Funds											
Total Funds Brought Forward	5	-	-	-	9,012	-	-	-	49,622	58,639	76,574
Total Funds Carried Forward	-	1,383	10,174	5,210	11,007	17,340	-	14,294	30,544	89,952	58,639

BALANCE SHEET

YEAR ENDED 31ST MARCH 2021

	Note	2021		2020	
		£	£	£	£
FIXED ASSETS					
Tangible Assets	5	5,555		1,173	
CURRENT ASSETS					
Debtors	6	2,677		1744	
Cash at Bank and in Hand		<u>359,345</u>		<u>216,894</u>	
		362,022		218,638	
CREDITORS:					
Amounts falling due within one year	7	<u>11,235</u>		<u>22,786</u>	
NET CURRENT ASSETS			<u>350,787</u>		<u>195,852</u>
TOTAL ASSETS LESS					
CURRENT LIABILITIES			<u>356,342</u>		<u>197,025</u>
FUNDS OF THE CHARITY					
Restricted Funds			89,952		58,639
Unrestricted Funds			<u>266,390</u>		<u>138,386</u>
TOTAL FUNDS			<u>356,342</u>		<u>197,025</u>

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


The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2021 in accordance with Section 476 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for:

- ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006, and;
- preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its profit or loss 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 is applicable to the company.

The financial statements have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved by the Board on 8/12/2021 and were signed on its behalf by:


Ms Felicity Mallam

The notes on page 8 form part of these financial statements

CHARITY NOTES

YEAR ENDED 31ST MARCH 2021

Charity Status

The charity is regulated by guarantee

The A1 Lifestyle Village
Great North Road
Little Paxton
St Neots
Cambridgeshire, PE19 6EN

The accounts were authorised for issue on the date shown on the balance sheet.

Accounting Policies

Summary of significant accounting policies and key accounting estimates

The principle accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SOP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

Basis of preparation

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

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

The trustees consider the going concern, taking into account reserves policy and any additional income which may be sourced throughout the forthcoming year.

Exemption from preparing a cash flow statement

The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

Debtors

Debtors are amounts due from services performed in the ordinary course of business

Cash and Cash Equivalents

Cash and Cash Equivalents comprise cash in hand and call deposits, together with other

Employees and Trustees

The average number of employees during the year was 11.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED 31ST MARCH 2021

OPERATING PROFIT

Operating Profit is stated after charging:

	2021 £	2020 £
Depreciation - Owned Assets	1,852	
Director's Emoluments	-	293
	<u>-</u>	<u>-</u>

5 FIXED ASSETS

	Computer and Office Equipment
Cost	
As at 1st April 2020	31,796
Addition	6,234
As at 31st March 2021	<u>38,030</u>
Depreciation	
As at 1st April 2020	30,623
Charge for the Year	1,852
As at 31st March 2021	<u>32,475</u>
Net Book Value	
As at 31st March 2021	<u>5,555</u>
As at 31st March 2020	<u>1,173</u>

6 DEBTORS

	2021 £	2020 £
Rent and Rates	1,625	-
Donations	1,052	325
Other Debtors	-	1,419
	<u>2,677</u>	<u>1,744</u>

7 CREDITORS

Amounts falling due within one year

	2021 £	2020 £
Deferred Income	4,882	18,877
Accrued Expenses	1,353	3,909
Accountancy	5,000	-
	<u>11,235</u>	<u>22,786</u>

8 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2021 Unrestricted Funds £	2021 Restricted Funds £	2021 Total Funds £	2020 Unrestricted Funds £	2020 Restricted Funds £	2020 Total Funds £
Tangible Fixed Assets	5,054	-	5,054	1,173	-	1,173
Current Assets	272,070	89,952	362,022	76,865	141,773	218,638
Current Liabilities	11,235	-	11,235	120,739	-	120,739

ANALYSIS OF NET FUNDS

	1st April 2020 £	Cash Flow £	31st March 2021 £
Cash at Bank and in Hand	216,894	142,451	359,345

LINK TO CHANGE LIMITED

MANAGEMENT INFORMATION

YEAR ENDED 31ST MARCH 2021

The following pages do not form part of the statutory financial statements

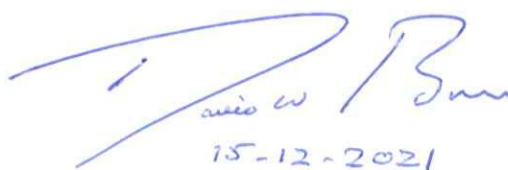
Accountants' Report to the Trustees	9
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REPORT OF THE ACCOUNTANTS TO THE TRUSTEES

YEAR ENDED 31ST MARCH 2021

As described on the Balance Sheet you are responsible for the preparation of the financial statements for the year ended 31st March 2021, set out on pages 3 to 9. You consider that the company is exempt from an audit.

In accordance with your instructions, we have compiled these unaudited financial statements in order to assist you to fulfil your statutory responsibilities from the accounting records and information and explanations supplied to us. 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 2015).



David W Brown
15-12-2021

A1 LIFESTYLE ACCOUNTS LTD
Accountants

Executive Suite
The A1 Lifestyle Village
Great North Road
Little Paxton
St Neots
Cambs PE19 6EN

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SUMMARY OF INCOME AND EXPENDITURE

YEAR ENDED 31ST MARCH 2021

	2021		2020	
	£	£	£	£
TURNOVER				
Grants		332,479		329,955
Income/Donations		131,987		-
Fees		1,227		-
Interest		62		-
		<u>465,755</u>		<u>329,955</u>
EXPENDITURE				
UNRESTRICTED				
Wages	111,922		227,196	
Travel and Subsistence	-		19,489	
Training	5,510		4,645	
Accountancy	9,165		4,114	
Miscellaneous	410		2,874	
Rent and Rates	5,777		5,286	
Governance Costs	-		10,500	
Insurance	3,347		5,858	
Telephone and Internet	6,203		3,100	
Pension	-		9,553	
Utilities	870		2,298	
Activity Costs	360		4,200	
PP&S	655		1,344	
Subscriptions	554		562	
Computer and Office Expenses	-		91	
Depreciation				
Computer and Office Equipment	<u>1,852</u>		<u>293</u>	
		146,625		301,403
Restricted Expenses		<u>159,700</u>		<u>22,545</u>
		159,430		6,007
Bank Charges		<u>113</u>		<u>127</u>
NET INCOME FOR THE YEAR		<u><u>159,317</u></u>		<u><u>5,880</u></u>