

**THE LINKING NETWORK**  
**ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

Charity Registration No. 1163901



**The Linking  
Network**

THE LINKING NETWORK

LEGAL AND ADMINISTRATIVE INFORMATION

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Trustees	Bishop Toby Howarth Rev Denise Poole Wahida Shaffi Yvette Thomas Ameerah Turner-Desai Zahra Niazi Zoe Mawson	(Appointed 1 September 2022) (Resigned 31 August 2022)
Charity number	1163901	
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# THE LINKING NETWORK

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# THE LINKING NETWORK

## TRUSTEES' REPORT

### *FOR THE YEAR ENDED 31 MARCH 2023*

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The trustees present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's constitution as amended 19 February 2016, the Charities Act 2011 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)" (as amended for accounting periods commencing from 1 January 2019)

#### **Objectives and activities**

The charity's objects are

To advance the education of children and young people, in particular by:

- promoting and supporting participation in projects involving children and young people from different social, religious, economic, ethnic and cultural backgrounds;
- providing support for educators and trainers through action, research and professional development in conjunction with other institutions;
- developing resources for use in the classroom or other educational settings;
- offering guidance and support for school leaders and governors in strengthening the process of embedding linking and citizenship within schools.

To advance equality and diversity and religious and racial harmony in particular by:

- advancing education and raising awareness in equality and diversity and religious and racial harmony;
- foster understanding between people from diverse backgrounds, in particular by providing support and encouragement for schools' participation in projects with other schools with significantly different populations and/or to work within their own diverse communities in order to enhance the understanding of identity, equality and diversity;
- cultivating a sentiment in favour of equality and diversity, racial and religious harmony.

To advance citizenship in children, young people and communities.

The charity has made good progress towards achieving these objectives this year, as evidenced by the activities, outcomes and achievements listed below.

#### **Public benefit statement**

In setting our objectives and planning our activities our trustees have given serious consideration to the Charity Commission's general guidance on public benefit.

#### **Introductory Remarks**

Our vision is that all children and young people are comfortable and confident in connecting meaningfully with others they wouldn't otherwise meet so that they are inspired to create welcoming, kind and connected communities.

The Linking Network works to support schools to develop and deepen young people's knowledge and understanding of identity, diversity, equality and community, creating space for discussion of these issues within the school curriculum and supporting teachers to address them. All of our work underpins schools' essential work to promote pupils' Spiritual, Moral, Social and Cultural (SMSC) development.

# THE LINKING NETWORK

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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The reality is that across the UK there are children and young people growing up in **isolated and segregated schools and communities** where there are limited opportunities for sustained social mixing and for developing positive relations with others from different communities. At the same time, discourse in the media and society has become **increasingly divisive, more fearful** and quicker to blame others, particularly exasperated during the pandemic. When our earliest perceptions of people who are different to us are negative then anxiety and fear shapes our encounters later in life. On the other hand, if we have early experiences of new and different people that **foster curiosity, encourage understanding and are joyful**, we carry these experiences with us, and they shape our life-long expectations of belonging for ourselves and those around us. There is strong evidence that high levels of meaningful contact between people from different social, ethnic, faith or geographical backgrounds can reduce prejudice, increase trust and understanding and lead to a greater sense of togetherness. Our linking programmes enable children to develop skills of enquiry, critical thinking, reflection and communication, as well as providing the opportunity for children and young people to meet others across lines of difference, gain confidence in contact, build new relationships, work together and contribute to the wider community. Our work is organised into four key strands:

- Schools Linking Programme
- Intergenerational Linking Programme
- Teaching Resources
- SMSC Teacher Training

#### Key goals for 2022-23

We set out to **secure our Linking Programmes post-Covid** whilst also recognising the challenges posed by the cost-of-living crisis. We aimed to find a pathway that was right for schools in this context - **blending the learning from virtual linking with previous experiential learning**. It was another challenging year for schools and communities but despite this, schools have remained committed to creating opportunities for their pupils to meet others and we have had a successful year with a great deal of new development and learning. As restrictions due to the Covid-19 pandemic eased in Summer 2022, we have been able to return to more face-to-face activities whilst retaining learning and practice from virtual linking.

We aimed to **embed our Intergenerational Linking programme in Bradford**, moving towards our vision of **Bradford as an intergenerational district** with every school having a long-term, meaningful connection with an older person's setting. Alongside this, we wanted to continue to be connected to other intergenerational practitioners nationally.

Our network of local facilitators delivering Schools Linking in **27 Local Authority Areas** has continued to be collaborative, mutually supportive and determined to provide the very best opportunities to build local social cohesion. Our delivery of Intergenerational and Schools Linking Programmes in Bradford working closely with schools and community settings has continued to be supported at scale by schools choosing to prioritise building connections, believing in the significant benefit to their pupils. Our support for other areas continues to be derived from the experience we gain through our local delivery of both Intergenerational and Schools Linking and this has been even more important than ever through the Covid-19 pandemic and cost of living crisis. Up and down the country there is so much care and dedication from teachers, headteachers, communities, colleagues in local authorities and civil society resulting in joyful opportunities for children and young people to meet with others.

In the words of **Zahra Niazi, TLN Trustee and Strategic Lead, Equality and Diversity, Bradford Council** 'We all know that this work has never been more needed - the issues we face in society have been exposed and exacerbated by the recent pandemic. We know how easy it is for any of us to fall into the trap of believing stereotypes about each other and to remain in our comfort zones rather than seeking out people who are different to us and exploring what life is like from their perspective and what we share in common. I'm heartened by how hopeful the work is - at TLN we truly believe in the capacity we all have in contributing to creating a society where we can all live well together.'

# THE LINKING NETWORK

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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A summary of the activities and outcomes of each of our strands of work during the year April 2022-March 2023 are outlined below in turn. Section 5 concludes the trustees' report by looking ahead to 2023-2024.

#### 1. Schools Linking Programme

##### 1a) Summary of the National Schools Linking Programme Network in 2022-23

Our Schools Linking Programme has grown significantly over the past six years from 11 to 27 Local Authority Areas. This year, we aimed to support the network to find a pathway for Schools Linking that was right for their local context and the schools they worked with. Working in this adaptive way has meant that **engagement has been sustained and headteachers continue to prioritise this non-statutory but crucial work.**

This year our national Schools Linking work has been supported by a **three-way funding partnership** between the **Department for Education, the Department for Levelling-Up, Housing and Communities and Pears Foundation as well as support from Dulverton Trust and A&B Sainsbury's Charitable Fund.**

This ongoing support has enabled our Schools Linking Programme to grow significantly from 11 Local Authority Areas in 2017 to 27 Local Authority Areas in 2022-23

##### Key achievements in 2022-2023

- **Our reach: in 2022-23 we successfully exceeded our targets which were to reach at least 20,000 pupils in 600 classes in 25 Local Authority Areas.** We have had programmes running in **27 Local Authority Areas**, with over **26,000 pupils** from **circa 880 classes** engaged in Schools Linking.
- **A blended approach to teacher training:** In recognition of the pressures on schools, we have offered both **online** and **in-person Continuing Professional Development (CPD) holding 67 CPD sessions across the Network.** **Thirteen** of the Local Areas delivered their own training using materials developed by TLN and TLN delivered in **fourteen** areas.
- **A flexible model:** We recognise the huge value of **first meetings** in the neutral space that shared visits to theatres, art galleries, museums and sporting venues provide; such visits have been an important feature of our programmes over time. However due to stretched budgets in schools, each Local Area decided on whether to return to using **Neutral Venue visits** and **class visits** to each school or to move to only **class visits**. Local facilitators continued to explore reestablishing enrichment opportunities.
- Throughout the whole programme, we have been mindful of **teacher workload and wellbeing.**
- **New supportive resources for Class Visits** were developed to give teachers and especially new teachers guidance to effectively organise and facilitate class visits between schools.
- **Support and connection for Local Facilitators** continued with four **online Network meetings** as well as the first **face to face Network meeting** in 4 years in **March 2023 in Manchester.** These meetings enabled all Local Facilitators to have the most up to date evidence-based best practice models so that they could in turn effectively support their teachers. As well as collective Network Meetings, the TLN core team provides bespoke 1-1 sessions with Local Area facilitators to support the development of Schools Linking in their area.
- **Continued support and new resources for Family Engagement** were provided to schools in order to enable families and communities to engage in their children's experience of social cohesion through Schools Linking. Schools Linking Celebration Week enhanced the impact of our wider work with families. The majority of teachers engaged told us they had shared their linking activities with their pupils' families in some way and we expect this trend to continue.
- **Special School Linking Returned:** this important area of schools linking has been successfully re-established following the necessary pause caused by the Covid-19 pandemic. In order to raise awareness and inspire new partnerships a new link in Calderdale between a mainstream and special school was carefully followed and supported so that learning and insights could be shared with the Network. A short film of this case study has been produced and shared.

# THE LINKING NETWORK

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 1b) Social Action embedded in Primary Schools Linking

##### Summary

In the Spring and Summer Term of the Schools Linking Year, pairs of linked classes engage in **Social Action** together undertaking formal and informal activities to make a positive difference to others, their community or the environment. TLN provides a structured approach that incorporates the **# iwill principles** of high-quality social action. By linking classes sharing what they care about and their plans for Social Action they have agreed, the connections established during the Autumn Term are deepened with pupils gaining insight into shared values. This provides the common goals and collaboration recognised as optimal conditions for effective intergroup contact. Embedding opportunities to participate in youth social action builds experience of civic participation and pupils' sense of agency. We have been very excited about the uptake of this approach. The development of this work on embedding Youth Social Action into Schools Linking received funding from the Pears # iwill fund.

##### Key Achievements in 2022-23

- **97% of teachers surveyed planned to enable their pupils to select and carry out a piece of Social Action.**
- **A rich range of examples of Social Action took place** and were shared with families and communities on social media. For example, **environmental action and campaigning** and **learning and sharing Sign Supported English**.

#### 1c) Secondary Linking

##### Summary

Secondary School Linking takes different forms. Some schools use the programme to **link with another school**, as with our primary programme, whilst others use it to build better relationships **within the school** in recognition of students 'self-segregating' in terms of their friendship groups. Whichever model of linking is followed, at its heart, the process helps pupils to explore identity, become comfortable with difference and build connections.

##### Key Achievements:

- **Secondary reach: 13 Local Authority Areas** across the network participated in Secondary Schools Linking, with **64 groups** of students from **56 schools** taking part with many sharing their learning across their year group back in school.
- **Powerful cultural, artistic and social opportunities catalysed dialogue between linked students.**
- **local funding to enhance the offer to schools:** Several areas sourced local funding to enhance the offer to schools. For example in Bolton, students from 5 schools developed work on identity after exploring art from people who had experienced the **Holocaust**; in Burnley students worked with **Burnley Youth Theatre** to discuss identity and combating the negative impact of prejudice and in **Pendle** a dialogue specialist led sessions using a process they call 'Talkeoke'.
- **Communicating the Story:** TLN produced a short video including interviews with teachers and students about their experience and the impact of the work to help share the potential for impact with other schools.

##### Impact Quotes:

*'I found the whole process of schools linking together fantastic for the learners and even for me... they are expanding their boundaries and borders...a lot of our students tend not to have this experience of interaction... the depth of communication has been so profound.'* Secondary Linking Teacher

*'It's pretty cool to be able to see different people's perspectives...being able to step outside your comfort zone really helps with confidence, and you get to see the way other people think and other people's opinions'* Year 9 Pupil

# THE LINKING NETWORK

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 1d) Schools Linking Celebration Week (SLCW)

##### Summary

SLCW was established in Summer 2022 in order to provide a collective moment for children and young people to celebrate and share their stories of linking and feel the power and solidarity of others who are part of the Linking movement up and down the country. It is also an opportunity to create a joined-up national story of the power and impact of TLN's work to local and national decision makers, funders and wider communities.

##### Key Achievements in 2022-23

- **In early June 2022, 3,900 children from 130 classes** across England joined a live lesson during which they took part in a range of participatory activities. Pupils were able to connect with others and were able to see that they were a part of a national community of linking schools.
- The week **explored the key question, 'How do we all live well together?' with new lesson and assembly resources provided to schools with new opportunities for pupil voice.**
- **SLCW July 2023:** Building on the success of the previous celebration preparation for this event began in the Autumn term.
- **National and local celebrations:** Some Local Areas organised celebration events to help share their linking achievements, for example **Oldham Gallery** exhibited work from all 26 schools in the Oldham Linking Programme. A live streamed event was held in Bradford **City Hall**, with Headteachers and pupils from Girlington and Eldwick Primary Schools who were the very first Linking Schools in 2001 and more recent Linking Schools sharing their perspectives and celebrating their work and achievements. Key members of the Council and partner organisations attended in order to raise awareness of Schools Linking in Bradford and nationally.

#### 1e) Bradford Schools Linking Programme

##### Summary

Established in **2001**, The Bradford Schools Linking Programme is delivered directly by the TLN core team. We are now beginning to see teachers delivering Schools Linking who took part in their programme themselves as a child and who talk enthusiastically about the powerful and lasting impact it had on them. The work in Bradford received funding from Bradford Council through the Bradford for Everyone Programme, Bradford Council.

##### Key Achievements in 2022-23

##### Bradford Primary Schools Linking

- **3,510 pupils, 117 classes from 64 schools** across Bradford formed **58 links.**
- **9 face to face training sessions** for Linking Teachers to meet and plan were held during the Autumn and Spring terms. Feedback strongly supported the positive connections as we were able to return to in-person training.
- **New Multi Academy Trust (MAT) model piloted** – A large Bradford MAT wanted their primary schools to link in pairs within their Trust and to combine the linking process with their organisation's values. TLN worked with the MAT to establish this new way of working, adapting the teacher resources and training materials. **Twenty-six classes** linked between **15** primary schools in the Academy. Plans to continue this pilot are in place, developing materials for a second year of linking between classes again aligned with the MAT values.

##### Impact Quotes:

*"I love being part of the Linking Programme and it has intensified my connection to inclusion, diversity, equality and freedom."* Linking Teacher

*"I did Schools Linking when I was in Year 4. It was really important. It helped me learn a lot about people that lived not too far from me but were a little bit different to me. When I went to secondary, a lot of the children that I linked with were there. And then the same when I trained to teach. So, these are people who I still know personally and professionally once I trained to teach."* Linking Alumni and now Bradford Linking Teacher, Bradford.

*I did Schools Linking when I was in Year 4 and now I am leading Linking with my Year 3 class. I remember it being a really fun experience. I remember walking down to the other primary school. It was quite different, so I remember learning about cultures and other people which was really interesting."* Linking Alumni and now Bradford Linking Teacher



# THE LINKING NETWORK

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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#### Bradford Secondary Schools Linking and Secondary Engagement

- 252 pupils in 17 groups from 7 schools across Bradford formed links.
- 21 workshops and assemblies were delivered by TLN on themes including Anti Racism, Diversity Stories in Bradford, Linking and Windrush 75 which were co-delivered with members of the Bradford Windrush Generation.

#### Impact Quote:

*At first, I was thinking I don't really want to be here. But like not in a bad way, just in an awkward way because I've never seen these people before...but then after a while you tend to like them, and you want to stay in touch."*  
Schools Linking pupil.

*'I've been leading Linking in my school with another neighbouring school for five years now. Linking brings communities together. It gives students a voice. It helps them explore differences and see the similarities between one another. It helps them recognise each other's values.* Schools Linking Teacher

#### 1f) Impact of Schools Linking

##### Key Learning:

**Dr. L. Cameron** from **The University of Kent** led the design of our research including observation of pupil meetings, teacher surveys and interviews. She published a report *'They're here! Lighting the spark of friendship through schools linking.'* Key findings regarding the active ingredients for positive experiences at a neutral venue were teacher planning and preparation, facilitators and teachers' enthusiasm, time limits on tasks, recognising and addressing social anxiety, the need for teachers to support interactions where needed.

The **Department of Levelling Up, Housing and Communities** (DLUHC) commissioned an independent evaluation of Schools Linking by **IFF**, published in August 2022. This research revealed the following impact on primary school students as a result of participating in a Schools Linking Programme:

- 83% were more respectful of other young people from different backgrounds.
- 79% felt a greater sense of belonging to their local area.
- 79% felt more comfortable talking to young people from different backgrounds about what makes them similar and what makes them different.
- 75% had had more opportunities to mix with young people from different backgrounds.
- 71% were more motivated to work with other young people in the local area to improve the neighbourhood.

**From our Teacher Survey:** 100% of teachers surveyed believe Schools Linking is beneficial to their pupils' confidence in future contact with others different to themselves, develops their pupils' respect for others and social skills as well as providing opportunities for PSHE, Citizenship, RSE and SMSC links (381 teachers responded - this is 43% of Linking teachers)

#### Teacher Quote:

*"This project is having a fundamental impact on my children's understanding of the world around them. It is hugely important and massively appreciated."*

#### Pupil Quote:

*"I thought I wasn't going to make any new friends, but I've made lots."*

#### Headteacher Quote:

*"Lark Hill Primary is a small school (161 pupils), serving a community with significant disadvantage (57% PPM & 47% SEND). The school population is not as ethnically diverse as many others and many of our pupils have very little experience of life outside Edgeley, never mind Stockport. The Schools Linking Programme is a vital part of our efforts to broaden pupils' horizons culturally and geographically and to support social skills and good mental health."*

# THE LINKING NETWORK

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

#### Local Facilitator Quote:

*"We are proud to have created a positive space where Bristol's young people can learn about each other and consider how to make Bristol a place where all its different communities are celebrated and belong."* Bristol

#### Ofsted Quote:

*"Pupils are keen to talk about their links with a school that serves pupils from a culturally diverse community in the local area. Pupils enjoy the different activities that they do together with pupils from the partner school, to help them understand about different people in modern Britain."* Ofsted December 2022

The list of **Local Areas**, their lead local partner and the year the programme was established is set out below.

Schools Area	Linking	Organisation leading Schools Linking	Date Linking Established
Birmingham		Faith and Belief Forum, Birmingham	2017
Bolton		Achievement, Cohesion & Integration Service (ACIS), Bolton Council	2013
Blackburn with Darwen		Blackburn with Darwen Borough Council	2017
Bradford		The Linking Network, Bradford in partnership with Bradford for Everyone, Bradford Council	2001
Bristol		Bridges for Communities, Bristol	2020
Buckinghamshire		Buckinghamshire Council	2009
Burnley		Burnley and Pendle Faith Centre, Lancashire Council	2017
Bury		CLAS (Curriculum and Language Access Service), Bury Council	2018
Calderdale		Calderdale Museums Service, Calderdale Metropolitan Borough Council	2010
Derby		Global Education Derby	2017
Kent		Inclusion Support Service (ISS), Kent County Council	2010
Kirklees		Kirklees Council	2006
Leeds		Leeds DEC (Development Education Centre)	2019
Leicester		St Philip's Centre, Leicester	2018
London (FBF)		Faith and Belief Forum (FBF) in London	2007
Luton		Luton First Teaching Alliance on behalf of Luton Council	2009
Manchester		Ethnic Diversity Service, Stockport Council for Manchester	2017
Newcastle and Gateshead		Tyne and Wear Archives and Museums (Laing Art Gallery), Newcastle and Gateshead City Council;	2018
Nottinghamshire		Nottinghamshire County Council	2018
Oldham		Oldham Council. Oldham Schools Linking began linking in 2001 and joined The Linking Network in 2015	2001
Pendle		Building Bridges Pendle	2014
Peterborough*		Peterborough City Culture, Peterborough City Council	2019
Rochdale		Rochdale Borough Council	2017
Rotherham		Development Education Centre South Yorkshire (DECSY)	2017
Sheffield		Development Education Centre South Yorkshire (DECSY)	2017
Stockport		Ethnic Diversity Service, Stockport Council	2009
Tower Hamlets		Global Learning London, Tower Hamlets (Development Education Centre)	2018
Waltham Forest		Faith and Belief Forum, London	2017
Walsall*		Walsall Metropolitan Borough Council	2018

\* These Local Areas paused their Linking during the academic year 2022-23.

# THE LINKING NETWORK

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 2. Intergenerational Linking Programme

We have been developing Intergenerational Linking since 2019. We use the following definition of intergenerational practice in our Intergenerational Linking programmes:

*'Intergenerational practice aims to bring people together in purposeful, mutually beneficial activities which promote greater understanding and respect between different generations and contributes to building more cohesive communities. Intergenerational practice is inclusive, building on the positive resources that the younger and older generations have to offer each other and those around them.'* (Beth Johnson Foundation, 2009).

#### 2a) Intergenerational Linking - National Programme across England

##### Summary

This year TLN continued to work in partnership with **My Home Life England** to deliver the [Care Home FaNs: Intergenerational Linking Project](#), England's largest intergenerational project linking children and young people from schools and youth groups with older people living in care home, particularly in areas which are less socio-economically advantaged.

##### Key Achievements in 2022-23

- **11 areas in England** delivered Intergenerational Linking including five areas which also deliver Schools Linking (Bradford, Bury, Derby, Leeds & Leicester).
- **4000 young people and 2000 older people** participated in the project across England over the duration of the programme.
- We facilitated a quarterly sharing network to connect together and disseminate best practice.
- We disseminated outcomes from the project at conferences (Only Connect) and webinars.
- We produced a [handbook](#) for schools and care homes to support Intergenerational Linking
- In collaboration with the project's researcher, Dr Briony Jain, we produced a [full research report](#) and [research summary](#)

#### 2b) Bradford Intergenerational Linking Programme

##### Summary

This year we have continued to deliver Intergenerational Linking in Bradford bringing together young people in schools with older people living in care homes, independent living schemes and community groups. This builds on the success and positive response from the Care Home FaNs project in Bradford and secondary school Intergenerational Linking work through the Better Mental Health Fund. **Our Vision is for Bradford to be an Intergenerational District** so that all 256 schools have a long-term relationship with a local older people's group.

##### Key Achievements in 2022-23

- **48 links between schools and care homes, independent living schemes and older people's community groups were supported.** This support includes logistical and admin support, communication support and resources and activities for Intergenerational Linking. Intergenerational experiences have been a combination of remote exchanges and increasing face-to-face visits as Covid-19 restrictions and pressures eased through the year. Through the course of this year, we grew from 20 links to 48 links.
- **Rich variety of activities:** There has been a wide range of activities that links have chosen to engage in such as gardening, armchair aerobics, games, reading and drama. All have brought a huge amount of joy and increased understanding between participants.
- **A Bradford Intergenerational Linking Celebration event is planned for June 2023** to bring together some of the older and younger people involved in Intergenerational Linking.

##### Impact Quote:

"The visit was very well received and helped breathe some really positive energy into our setting." Care Home Activity Coordinator

# THE LINKING NETWORK

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 2c) Rural Intergenerational Linking

##### Summary

This exciting new project focused on developing a sense of ownership and agency for older and younger people living in rural areas, increasing their confidence in contact with others. We were granted funding from **The Dulverton Trust** to work with four schools in rural communities to create opportunities for younger and older people to explore a shared area of interest or concern together and then communicate their suggestions for social change at **'Listening Days'** where they could present together to local people with power. The funding was for work from September 2022 - September 2023.

##### Key Achievements in 2022-23

- **6 schools took part** - 4 secondaries, 1 after-school club and 2 primaries across Calder Valley, West and North Yorkshire. Teacher training, preparation for linking and then a series of meetings followed our Linking Model. The Listening Events provided powerful, engaging opportunities for younger and older people to share their concerns and films have been produced to share their voices.
- The preparation of a Digital toolkit is underway and an evaluation by Kent University.
- We saw friendships built across the generations and assumptions about different generations challenged:

##### Impact Quotes:

*'I had an idea about what teenagers were like. If I hadn't come, I wouldn't have known. They are so lovely.'* Older participant

*'I thought they would judge us. But they didn't. We had the same concerns.'* Younger participant.

#### 2d) The impact of Intergenerational Linking

##### Key Learning

Some key findings from the national research report include:

- Intergenerational Linking brings **positive outcomes to both young and older people** living in care homes, including children with additional needs.
- The most effective intergenerational activities were **goal-directed** and based on ideas from young and older people themselves.
- In-person activities generally yielded more positive and meaningful interactions but there was **real value in virtual/ remote connection** especially in preparation for future meetings
- The right organisational structure was essential for success – including local facilitators and national support.

Findings from My Home Life and The Linking Network (2023). *Care Home Friends and Neighbours (Care Home FaNs): Intergenerational Linking Project Final Report: Discovering the untapped potential and social value of connecting young people with older people living in care homes.* City, University of London.

##### Impact Quotes:

*"I can't tell you how made up the children were - they said they felt so happy but emotional afterwards! Please accept sincere thanks for the time you and your staff have taken to write these with the residents. It really is so appreciated. We all can't wait to write back next!"* Teacher

*"I can honestly say our residents were beyond made up with the letters they received too, it was really quite emotional Care home manager."*

*"Look at that girl over there talking to that older person – she never talks in class; I can't believe how different she is here!"* Teacher

# THE LINKING NETWORK

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 3. Teacher Resources

##### Summary

We offer age-appropriate classroom and assembly resources for teachers to use, to support young people in deepening their knowledge and understanding of identity, community, and equality, creating space for discussion in school to foster social cohesion and integration. Our resources are **written by teachers, for teachers** and are available to all schools to support them with needs identified which are often in response to issues that arise in their communities. The resources support our Schools Linking and Intergenerational Linking Programmes as well as key themes including Equity, Diversity, Inclusion, Social Cohesion and Integration, Social Action and Family Engagement. Resources deliver English, PSHE, Citizenship Objectives and SMSC expectations.

##### Key Achievements 2022-23

- We continued to offer classroom and assembly resources for schools to use. For example, we created a new resource to address student concerns regarding the way the news cycle moved on from the Pakistan Floods highlighting the match funding available through the Disasters Emergency Committee; a new resource highlighting Commonwealth engagement in World War I and II and we provided new book recommendations that supported schools to ensure representation.
- **Resources to support schools to share the Windrush 75 story are being developed in partnership with** Windrush Generations Bradford, the Windrush 75 Network, British Futures and the Black and African Heritage Network in Bradford. We were proud to co-deliver with four members of the Bradford Windrush Generation in Bradford Primary, Secondary and Sixth Form Colleges to share their story.

#### 4. SMSC Teacher Training

##### Summary

We provide support and training to support schools to develop their pupils' **spiritual, moral, social and cultural (SMSC)** education helping teachers to create space in the classroom and school for dialogue around identity, equalities, inclusion, and diversity. We deliver initial teacher training, staff meetings and leadership training. The training creates space for reflection on existing good practice and identifying new opportunities to move forward. It enables schools to productively apply the Personal Development and SMSC aspects of the Ofsted framework and build their culture and ethos. All our training shares practical classroom resources and strategies that schools can use to teach SMSC, challenge misconceptions and prejudice, create inclusive, representative classrooms and build work on identity and sense of belonging into their curriculum.

SMSC covers a broad range of outcomes, and the context is constantly evolving. Through our Linking Programmes and engagement, we seek to keep ourselves up to date with the issues that impact children and young people in the classroom and resources, training and support constantly changing to support the demands of what it means to be a child or young person.

##### Key achievements in 2022-23

- **Delivered 6 Leading SMSC from Class to Whole School** courses. This supports school leaders to evaluate their current provision for SMSC and create strategies and action plans to foster change. Delegates fed back that the training was *'Empowering, Confident, Insightful'*. *This will help us [as a school] to create more opportunities for cultural variation within the curriculum and more experiences.*
- **SMSC In the Curriculum** delivered to **135 Initial Teacher Training students** at **Huddersfield University**. Common words chosen to describe the training included *Insightful, encouraging, motivational, informative, inclusive, and eye-opening*. *"Great resources that supported the learning and made me think about different ways to link SMSC to different lessons."*
- **'Building the Muscle for Difficult Conversations'** training hosted in Bradford for secondary students, teachers and council officers in order, 'to equip individuals and communities with the ability to listen and learn across divides. The training was delivered by Daniel Wehrenfennig and funded by Pears Foundation. Teachers and council staff who attended highly valued the input for its practical application. Sixth form students reported they found the sessions, *'eye-opening', 'really enjoyable'* and *'helpful in difficult situations'*.

# THE LINKING NETWORK

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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#### 5. Looking ahead to 2023-2024

- **Maximise the impact** of the Network of experienced Linking practitioners across the country to disseminate good practice for integration, gather information about priorities for action on cohesion and galvanise and support more schools to offer their pupils opportunities to Link.
- Continue to **develop ways to share the story of the work** taking place across the country including through Schools Linking Celebration Week 2023.
- Continue to navigate the challenges of squeezed school budgets through **offering different models of Linking** across the Network.
- **Reach out to partners** to help us catalyse powerful enrichment opportunities for pupils meeting for the first time in neutral spaces.
- **Share the power of Special-Mainstream Linking** and encourage more schools to take part.
- Invest in the **co-design and co-production** of our programmes with our beneficiaries and improve our systems for monitoring and evaluating the impact of our work.
- Co-develop a **Vision of Bradford as an Intergenerational District**
- Continue to create **supportive resources and toolkits** as a result of our intergenerational work.

#### Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. The legislation defines fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. The charity has raised funds with an online campaign for the Big Give. The charity has received no complaints in relation to fundraising activity for the year under review.

Given the nature of the funding of the charity the Trustees consider that it remains appropriate not to be voluntarily bound to be regulated by the Fundraising Regulator.

#### Financial review

During the year the charity received income of £492,003 (2022 £797,648) of which £480,220 (2022 £792,888) was restricted. The charity incurred expenditure of £640,875 (2022 £543,919) including £487,741 (2022 £544,504) from restricted funds. During the year transfers were made from restricted to unrestricted funds of £18 (2022 £265,311) due to a release of restrictions by the funder. This resulted in net expenditure of £148,872 (2022 net income £253,729).

Our level of reserves as of 31<sup>st</sup> March 2023 was equivalent to 10 months operating costs (£534,063). It is the policy of the charity that unrestricted funds, excluding fixed assets, which have not been designated for a specific use should be maintained at a level in the range of at least nine months to eighteen months expenditure (£480,000 - £960,000).

The trustees consider this to be strategically important as we support local authorities and NGO's annually to deliver our programme in their area and we provide administration funds to local areas in March each year so that they can begin delivering their work in the run up to the following academic year. This means we are operating over an 18-month cycle. By providing security to local areas by March, they can retain the expert experienced staffing needed to run the programme who can begin recruiting schools well in advance of the start of the academic year. We hold back the amount needed for grants each year so that we can award these in a stable and timely manner.

The trustees also consider that reserves at this level ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised.

Unrestricted funds at 31.3.23 £559,140 (2022 £700,509).

# THE LINKING NETWORK

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2023**

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### Risks

Our Board reviews our Risk Register on a regular basis. Key current risks include the reality of **squeezed school budgets and workload related pressures**. This is reducing capacity in schools and can mean that some schools, despite believing this work is a priority, can find they are unable to take part. Equally, Local Authority squeezed budgets and workload may lead to reduced capacity to engage in leading a local Schools Linking Programme in their area. Actions that mitigate these risks include awareness raising of the importance and positive impact of the work; **increased support from the TLN core team** for local facilitators; **adaptations to the programme**; **Advice and guidance** given during training to demonstrate how the school linking activities can enhance existing curriculum demands and are not additional to these; **Comprehensive lesson plans and all requisite materials** in order to reduce teacher workload and training and resources to deliver the programme are free to schools and local areas.

### Structure, governance and management

The charity is a charitable incorporated organisation (CIO), registered on 9 October 2015 in England and Wales.

The trustees who served during the year and up to the date of signature of the financial statements were:

Bishop Toby Howarth

Rev Denise Poole

Wahida Shaffi

Zoe Mawson

(Resigned 31 August 2022)

Yvette Thomas

Ameerah Turner-Desai

Zahra Niazi

(Appointed 1 September 2022)

Trustees are recruited through interview with a panel of Trustees based on the skills they can provide to the Charity. New Trustees are trained through mentoring by more experienced Trustees and ad-hoc training courses as considered appropriate.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

### Acknowledgements

The Trustees would like to express their gratitude to the whole staff team for the development of TLN's work through this challenging year which is thanks to their professionalism, commitment, and hard work.

The Trustees and staff would also like to thank the networks of practitioners, teams of staff, sessional advisors, teachers, headteachers, Local Authority and NGO staff, teams in cultural and sporting venues, researchers at Kent University, colleagues at My Home Life England, analysts at Bradford Council, NHS England and Bradford for Everyone, Bradford Council and all funders for their dedication through this year. We thank Pears Foundation for their ongoing support and input. We are grateful for the shared collaborative commitment to providing children and young people opportunities to develop relationships, empathy, critical thinking and contribute to wider society.

The trustees' report was approved by the Board of Trustees.

DocuSigned by:

*Bishop Toby Howarth*

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**Bishop Toby Howarth**

Trustee

Dated: 18 December 2023



# THE LINKING NETWORK

## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE LINKING NETWORK

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I report to the trustees on my examination of the financial statements of The Linking Network (the charity) for the year ended 31 March 2023.

### Responsibilities and basis of report

As the trustees of the charity, you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 (the 2011 Act).

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

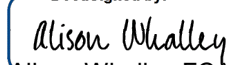
I understand that this has been done in order for financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

DocuSigned by:

  
Alison Whalley FCA  
Azets Audit Services Ltd

Carlton House  
Grammar School Street  
Bradford  
BD1 4NS

Dated: 18 December 2023



# THE LINKING NETWORK

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 MARCH 2023**

		Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes						
<b>Income from:</b>							
Donations and legacies	3	-	382,586	382,586	-	448,238	448,238
Charitable activities	4	7,039	97,634	104,673	4,575	344,650	349,225
Investments	5	4,744	-	4,744	185	-	185
<b>Total income</b>		<b>11,783</b>	<b>480,220</b>	<b>492,003</b>	<b>4,760</b>	<b>792,888</b>	<b>797,648</b>
<b>Expenditure on:</b>							
Charitable activities	6	153,134	487,741	640,875	(585)	544,504	543,919
<b>Net (outgoing)/incoming resources before transfers</b>		<b>(141,351)</b>	<b>(7,521)</b>	<b>(148,872)</b>	<b>5,345</b>	<b>248,384</b>	<b>253,729</b>
Gross transfers between funds		(18)	18	-	265,311	(265,311)	-
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		<b>(141,369)</b>	<b>(7,503)</b>	<b>(148,872)</b>	<b>270,656</b>	<b>(16,927)</b>	<b>253,729</b>
Fund balances at 1 April 2022		700,509	463,846	1,164,355	429,853	480,773	910,626
<b>Fund balances at 31 March 2023</b>		<b>559,140</b>	<b>456,343</b>	<b>1,015,483</b>	<b>700,509</b>	<b>463,846</b>	<b>1,164,355</b>

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

All income and expenditure derive from continuing activities.


# THE LINKING NETWORK

## BALANCE SHEET

**AS AT 31 MARCH 2023**

	Notes	2023 £	£	2022 £	£
<b>Current assets</b>					
Debtors	12	282,237		134,043	
Cash at bank and in hand		739,901		1,035,815	
		<u>1,022,138</u>		<u>1,169,858</u>	
<b>Creditors: amounts falling due within one year</b>	13	(6,655)		(5,503)	
Net current assets			<u>1,015,483</u>		<u>1,164,355</u>
<b>Income funds</b>					
Restricted funds	14		456,343		463,846
<u>Unrestricted funds</u>					
Designated funds	15	514,000		620,000	
General unrestricted funds		<u>45,140</u>		<u>80,509</u>	
			<u>559,140</u>		<u>700,509</u>
			<u>1,015,483</u>		<u>1,164,355</u>

The financial statements were approved by the Trustees on 18 December 2023

DocuSigned by:  
  
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 Bishop Toby Howarth  
**Trustee**

# THE LINKING NETWORK

## STATEMENT OF CASH FLOWS

**FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	2023 £	£	2022 £	£
<b>Cash flows from operating activities</b>					
Cash absorbed by operations	19		(300,658)		(21,824)
<b>Investing activities</b>					
Investment income received		4,744		185	
<b>Net cash generated from investing activities</b>			4,744		185
<b>Net cash used in financing activities</b>			-		-
<b>Net decrease in cash and cash equivalents</b>			(295,914)		(21,639)
Cash and cash equivalents at beginning of year			1,035,815		1,057,454
<b>Cash and cash equivalents at end of year</b>			739,901		1,035,815

# THE LINKING NETWORK

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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### 1 Accounting policies

#### Charity information

The Linking Network is a charitable incorporated organisation (CIO), registered in England and Wales on 9 October 2015. It is governed by a constitution as amended 19 February 2016.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Constitution, the Charities Act 2011 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 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

The Trustees have considered the expected cash flows for the next two years and they consider that the Charity will be able to meet its obligations as they fall due for the foreseeable future. The financial statements are therefore prepared on the going concern basis.

#### 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 charity.

#### 1.4 Income

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.

# THE LINKING NETWORK

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 1 Accounting policies

(Continued)

#### 1.5 Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

#### 1.6 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.

#### 1.7 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.

#### 1.8 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.

#### 1.9 Retirement benefits

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

# THE LINKING NETWORK

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 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 Donations and legacies

	Restricted funds	Restricted funds
	2023 £	2022 £
Donations and gifts	-	1,760
Grants listed below	382,586	446,478
	<u>382,586</u>	<u>448,238</u>
<b>Grants receivable for core activities</b>		
Pears Foundation	275,000	300,000
The Dulverton Trust	36,000	30,000
Bradford Council	-	30,000
My Home Life Intergenerational - National	51,586	50,767
My Home Life Intergenerational - Bradford	-	15,711
The Alan and Babette Sainsbury Charitable Fund	20,000	20,000
	<u>382,586</u>	<u>446,478</u>

# THE LINKING NETWORK

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 4 Charitable activities

	Charitable Income 2023 £	Charitable Income 2022 £
Service delivery	10,673	4,725
Bradford Council	-	150,000
Department for Levelling Up, Housing and Communities (DLUHC) previously MHCLG in partnership with Department for Education (DfE).	94,000	194,500
	<u>104,673</u>	<u>349,225</u>
Analysis by fund		
Unrestricted funds	7,039	4,575
Restricted funds	97,634	344,650
	<u>104,673</u>	<u>349,225</u>

The Schools Linking Programme receives funding through a 3 way funding partnership between Pears Foundation, DLUHC and DfE.

### 5 Investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Interest receivable	<u>4,744</u>	<u>185</u>

# THE LINKING NETWORK

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 6 Charitable activities

	2023 £	2022 £
Staff costs	308,976	272,459
Programme costs	206,462	182,478
Sessional advisors	90,667	58,826
Donations	176	1,602
Promotional and website	12,049	11,924
	<u>618,330</u>	<u>527,289</u>
Share of support costs (see note 8)	18,915	13,330
Share of governance costs (see note 8)	3,630	3,300
	<u>640,875</u>	<u>543,919</u>
<b>Analysis by fund</b>		
Unrestricted funds	153,134	(585)
Restricted funds	487,741	544,504
	<u>640,875</u>	<u>543,919</u>

Included in the Programme costs are capacity funds paid to Linking Programmes listed in note 7.  
Grant audit fees are included in programme costs £990 (2022 £900).



# THE LINKING NETWORK

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 7 Capacity Funds

	2023	2022
	£	£
Faith & Belief Forum Birmingham	7,000	7,000
Achievement, Cohesion & Integration Service Bolton Council	7,000	3,670
Blackburn and Darwen Council	7,000	7,000
Bridges for Communities, Bristol	7,000	7,000
Buckinghamshire Country Council	7,000	7,000
Burnley and Pendle Faith Centre, Lancashire County Council	7,000	7,000
Curriculum & Language Access Service, Bury Council	-	7,000
Fair Futures, Bury Linking	7,000	-
Global Education Derby	7,000	7,000
The Education People, Kent	7,000	7,000
Carry My Story, Kirklees Council	-	7,000
Development Education Centre, Leeds	7,000	7,000
St Philip's Centre, Leicester	7,000	7,000
Faith & Belief Forum, London	7,000	7,000
HOME, Manchester	14,000	-
Luton First Teaching Alliance on behalf of Luton Borough Council	7,000	7,000
Laing Art Gallery, Newcastle & Gateshead City Council	7,000	7,000
Nottinghamshire County Council	-	7,000
Oldham Council	7,000	7,000
Building Bridges Pendle	7,000	7,000
Rochdale Borough Council	7,000	7,000
Development Education Centre, South Yorkshire	7,000	10,000
Ethnic Diversity Service, Stockport Council (Stockport)	7,000	7,000
Humanities Education Centre, Tower Hamlets	7,000	7,000
Walsall Council	-	10,000
Faith & Belief Forum, Waltham Forest	-	3,000
	<u>154,000</u>	<u>166,670</u>

# THE LINKING NETWORK

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 8 Support costs

	Support costs	Governance costs	2023	Support costs	Governance costs	2022
	£	£	£	£	£	£
Phone and broadband	1,004	-	1,004	1,013	-	1,013
General office costs	2,640	-	2,640	887	-	887
IT	2,411	-	2,411	2,888	-	2,888
Rent	348	-	348	3,227	-	3,227
Insurance	1,619	-	1,619	1,725	-	1,725
Travel and subsistence	9,607	-	9,607	2,553	-	2,553
Bank charges	221	-	221	214	-	214
Legal and professional	1,065	-	1,065	823	-	823
Independent examination fees	-	3,630	3,630	-	3,300	3,300
	<u>18,915</u>	<u>3,630</u>	<u>22,545</u>	<u>13,330</u>	<u>3,300</u>	<u>16,630</u>
Analysed between						
Charitable activities	<u>18,915</u>	<u>3,630</u>	<u>22,545</u>	<u>13,330</u>	<u>3,300</u>	<u>16,630</u>

All costs are apportioned to the sole activity of the charity.

Bradford Council provide office space and training facilities as an in kind support of the charity. The value of this donation has not been included in the financial statements as a value cannot be reliably estimated for the donation,

Governance costs includes payments to the independent examiner of £3,630 for examination fees (2022-£3,300).

### 9 Trustees

One trustee of the charity received £1,850 remuneration for work done, (2022 £400, one trustee). No other benefits or expenses from the charity were received during the current or prior year.

# THE LINKING NETWORK

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 10 Employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
	8	8
	<u>8</u>	<u>8</u>
<b>Employment costs</b>	<b>2023 £</b>	<b>2022 £</b>
Wages and salaries	261,460	237,191
Social security costs	28,902	19,440
Other pension costs	18,614	15,828
	<u>308,976</u>	<u>272,459</u>

No employee earned more than £60,000 during the current or previous financial year.

### 11 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

### 12 Debtors

	2023 £	2022 £
<b>Amounts falling due within one year:</b>		
Trade debtors	275,895	125,520
Prepayments and accrued income	6,342	8,523
	<u>282,237</u>	<u>134,043</u>

### 13 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	2,034	1,303
Accruals	4,621	4,200
	<u>6,655</u>	<u>5,503</u>

## THE LINKING NETWORK

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2023

#### 14 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:

	Balance at 1 April 2021 £	Movement in funds			Transfers £	Balance at 1 April 2022 £	Movement in funds			Transfers £	Balance at 31 March 2023 £
		Incoming resources £	Resources expended £				Incoming resources £	Resources expended £			
DLUHC and DfE (Schools Linking)	-	194,500	(194,500)	-	-	-	94,000	(94,000)	-	-	-
Pears IWILL Fund (Social Action 6200)	-	50,000	-	-	-	50,000	-	(50,000)	-	-	-
Pears Foundation Core Schools Linking	265,311	250,000	(84,929)	(272,311)	-	158,071	275,000	(158,071)	-	-	275,000
Pears Foundation Matched Funding	30,426	-	(3,500)	-	-	26,926	-	(11,299)	-	-	15,627
The Alan and Babette Sainsbury Charitable Fund	-	20,000	-	-	-	20,000	20,000	(20,000)	-	-	20,000
Bradford for Everyone, Bradford Council	100,000	150,000	(85,916)	-	-	164,084	-	(41,983)	-	-	122,101
The Dulverton Trust	30,000	30,000	(30,000)	-	-	30,000	-	(30,000)	-	-	-
Bradford Council Intergenerational Linking	-	30,000	(22,393)	-	-	7,607	-	(7,607)	-	-	-
The Dulverton Trust Rural Intergenerational	-	-	-	-	-	-	36,000	(12,385)	-	-	23,615
My Home Life	-	45,978	(45,978)	-	-	-	51,586	(51,586)	-	-	-
Pears Foundation (Network Capacity Grant)	30,000	-	(30,000)	-	-	-	-	-	-	-	-
Pears IWILL Fund (Social action 5428)	14,686	-	(14,686)	-	-	-	-	-	-	-	-
My Home Life Intergenerational Linking	-	20,500	(20,854)	354	-	-	-	-	-	-	-
Bradford Schools Linking	9,000	-	(9,000)	7,000	-	7,000	-	(7,000)	-	-	-
Bradford Council Light Installation Project	1,350	150	(1,146)	(354)	-	-	-	-	-	-	-
Big Give	-	1,760	(1,602)	-	-	158	-	(176)	18	-	-
Beyond the gate	-	-	-	-	-	-	3,634	(3,634)	-	-	-
	480,773	792,888	(544,504)	(265,311)		463,846	480,220	(487,741)	18		456,343

# THE LINKING NETWORK

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

14 Restricted funds	(Continued)
<p>DLUHC and DfE provided grant funding for Schools Linking across The Linking Network in a three-way partnership between DfE, DLUHC and Pears Foundation. Pears Social Action 5428/6200 - Funding from Pears iwill Fund, a fund created by the National Lottery Community Fund, the department of Culture, Media and Sport and Pears Foundation, has supported our work to embed social action in primary linking.</p> <p>Pears Foundation Core Schools Linking - core funding for TLN Schools Linking in a three way partnership between DLUHC, DfE and Pears Foundation.</p> <p>Pears Foundation Matched Funding provided funding match funding for local areas to access local funds, this opportunity was ongoing through 2020-2021 and into 2021-2023.</p> <p>Pears Foundation (Network Capacity Grant) to support ongoing capacity building.</p> <p>The Bradford for Everyone Programme, Bradford Council provided grant funding for work across Bradford and this work is ongoing.</p> <p>Bradford Schools Linking - grant for Schools Linking in Bradford. Bradford Council - grant to create a presentation of creative Bradford Intergenerational Linking work.</p> <p>Bradford Council - grant to develop Secondary Intergenerational Linking in Bradford.</p> <p>My Home Life - Care Home FaNs Intergenerational Linking is being funded by The Dunhill Medical Trust and the iwill Fund, a joint investment between The National Lottery Community Fund and the Department of Digital, Culture, Media and Sport. TLN is a partner with Care Home Fans employing the Youth Social Action Lead for the programme.</p> <p>Dulverton Trust grant in 2020-2021 for core funding for 2022-2023</p> <p>Dulverton Trust Rural Intergenerational - Funding for an Intergenerational Project in rural areas</p> <p>The Alan and Babette Sainsbury Charitable Fund - grant for core funding in 2021-2022 and into 2022-2023.</p> <p>Big Give Christmas Challenge -fundraiser with matched funding from the Dulverton Trust.</p> <p>Beyond the School Gates – Research Project funded by British Academy and Nuffield Foundation</p>	

# THE LINKING NETWORK

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

#### 15 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2021	Transfers	Balance at 1 April 2022	Transfers	Balance at 31 March 2023
	£	£	£	£	£
Contingency fund	350,000	150,000	500,000	-	500,000
Schools Linking Programmes	-	84,000	84,000	(70,000)	14,000
Strategic Development	-	36,000	36,000	(36,000)	-
	<u>350,000</u>	<u>270,000</u>	<u>620,000</u>	<u>(106,000)</u>	<u>514,000</u>

Funds were transferred in the prior year due to expenditure made for grants to areas leading Schools Linking Programmes and for future strategic development.

## THE LINKING NETWORK

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

16 Funds		Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 1 April 2022	Incoming resources	Resources expended	Transfers	Balance at 31 March 2023
		£		£	£	£	£	£	£	£
	General funds	79,853	6,760	(1,415)	(4,689)	80,509	11,783	(153,134)	105,982	45,140
	Designated funds	350,000	-	-	270,000	620,000	-	-	(106,000)	514,000
	Restricted funds	480,773	792,888	(544,504)	(265,311)	463,846	480,220	(487,741)	18	456,343
		910,626	799,648	545,919	-	1,164,355	492,003	640,875	-	1,015,483
17 Analysis of net assets between funds										Total
				Unrestricted funds 2023 £	Designated funds 2023 £	Restricted funds 2023 £	Total Unrestricted funds 2023 £	Designated funds 2022 £	Restricted funds 2022 £	2022 £
	Fund balances at 31 March 2023 are represented by:			45,140	514,000		1,015,483	80,509	620,000	463,846
	Current assets/(liabilities)									
				45,140	514,000		1,015,483	80,509	620,000	463,846
										1,164,355

# THE LINKING NETWORK

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 18 Related party transactions

#### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023 £	2022 £
Aggregate compensation	128,553	113,023

#### Transactions with related parties

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

An amount of £1,850 was paid to one Trustee during the year for work done (2022: £400, one trustee). This is allowed in the constitution and was agreed by the Trustees. There have been no other related party transactions during the year (2022 none).

### 19 Cash generated from operations

	2023 £	2022 £
(Deficit)/surplus for the year	(148,872)	253,729
Adjustments for:		
Investment income recognised in statement of financial activities	(4,744)	(185)
Movements in working capital:		
(Increase) in debtors	(148,194)	(126,634)
Increase in creditors	1,152	1,266
(Decrease) in deferred income	-	(150,000)
<b>Cash absorbed by operations</b>	<b>(300,658)</b>	<b>(21,824)</b>