



Annual Social Value Report

Covering years 2023/24 and 2024/25



1 Foreword



An introduction from Ruth Kettle,
CEO at Inspire North

I am delighted to present our second Social Value Report, covering the years 2023/24 and 2024/25, a time of bold transformation and renewed commitment to our communities.

As of 31st March 2025, Inspire North, Community Links, and Foundation formally amalgamated into a single Community Benefit Society (CBS), now collectively known as Inspire North. This transformation has created one stronger, more agile organisation deeply rooted in the communities we serve.

This report is not only a reflection of organisational change; it is a demonstration of our continued commitment to social value. For us, social value means the positive difference we make in people's lives, the strength we bring to local economies, the partnerships we nurture, and the environmental responsibility we uphold. It is about connection, inclusion, and building the foundations for people to thrive.

We are embedded in the communities of the North of England, and proud to work in partnership with NHS Trusts, local authorities, housing associations, criminal justice services, and other like minded third-sector organisations. We never work alone, because connected communities are stronger communities.

Over the past two years, we have celebrated Dementia awareness, Pride, Mental Health Awareness Week, International Women's Day, Volunteer Action Week and so many other vital events. These moments allow us to honour the voices and stories of the people we support and the employees and volunteers who stand alongside them.

Furthermore, we were proud to become the first voluntary sector organisation in Yorkshire and the Humber to achieve both the Bronze and Silver Social Value Quality Mark®. These awards recognise not only the value we deliver, but our commitment to measuring, improving, and being held accountable for it.

This report captures the courage of our journey, the achievements of our people, and continued growth as we work towards the Social Value Gold Quality Mark®.

We are stronger, more resilient, and more determined than ever to create a world where everyone matters.

Warm regards,

Ruth Kettle
CEO, Inspire North

2 Introduction

This report marks another significant milestone in our journey to better understand, demonstrate and enhance the difference we make across the North of England. It follows our initial baseline report, which established the foundation of our social value journey and earned us the prestigious Social Value Quality Mark® Silver accreditation.

Our definition of social value goes beyond traditional metrics. It reflects the social, economic and environmental impact we generate through our services, our partnerships, and our presence within local communities. It is about improving wellbeing, enabling independence, building connected communities, and creating lasting change for the people we support.

This report provides a transparent view of our progress and challenges, drawing on robust stakeholder engagement, quantitative data, and powerful stories of change. It reflects the values we live by and our determination to contribute positively to society in every aspect of our work.

Why This Report Covers Two Years

Inspire North have committed to producing an annual Social Value Report. However, in light of our major structural transformation, we have chosen to produce a two-year combined report to better reflect the scale, context, and impact of our organisational evolution.

By covering both 2023/24 and 2024/25, this report provides a complete narrative: one that connects our past with our present and charts a path for our future. This approach ensures continuity in measuring social value while highlighting the strategic and systemic shifts that position us for greater impact.



One Stronger Inspire North

As of 31st March 2025, Inspire North has legally amalgamated with Community Links and Foundation into a single CBS. This change allows us to:

- Operate more efficiently and sustainably.
- Streamline governance and regulatory compliance.
- Deliver services in a more coordinated, client-focused manner.
- Innovate more freely across disciplines.

We are now a single, mission-driven organisation rooted in community, purpose, and evidence-led impact.



3 About us

We work in collaboration with statutory and voluntary partners to create connected communities.

Inspire North is a leading provider of mental health, wellbeing, housing and domestic abuse services across the North of England. Over the past five years, we have delivered more than £27.2 million p.a. of contracted services, supporting thousands of people facing complex challenges.

Now operating as a single Community Benefit Society, we continue to build on the legacy of Community Links and Foundation by providing award-winning services and accredited training, embedded within the communities we serve - from Doncaster to Durham. We are a values-led, community-embedded organisation focused on recovery, independence, inclusion, and long-term positive change.

Our work is shaped by the belief that everyone matters. We offer a vast range of integrated support, including:

- Mental health support covering anxiety, depression, psychosis, substance misuse, personality disorders, and co-occurring needs.
- Supported accommodation for people living with complex needs, from tenancy support to budgeting, life skills, and recovery-focused rehabilitation.
- Resettlement services for individuals at risk of homelessness due to factors such as mental health, domestic abuse, addiction, or contact with the criminal justice system.
- Specialist dementia services in Leeds, Calderdale, Bradford, and Kirklees, providing person-centred care for individuals and their families.
- Comprehensive domestic abuse services for victims, perpetrators, and families across the region.



**During 2023/24 over
12,654 clients and
tenants engaged with our
services**

"I love the group sessions, they help me feel less alone".

"The consistent support has been a lifeline for me."

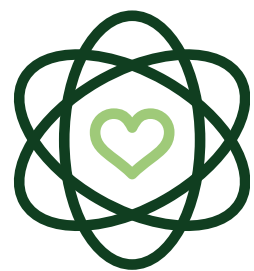


**During 2024/25 over
12,431 clients and
tenants engaged with
our services**

4 Our Social Value Journey

Our commitment to social value is central to who we are and we have been guided by a simple but powerful belief that the way we work should leave a lasting positive impact on individuals, communities, and the wider economy.

This journey began with our baseline Social Value Report, where we established a clear structure for capturing and reporting our impact. In our baseline year we were proud to report that we delivered **£9,806,264** of social value within our local community.



During 2023/24 we
delivered

£10,670,149
of social value

During 2024/25 we
delivered

£24,288,149
of social value



These figures reflect only the areas we were able to quantify, and we know that even more value is being generated than we are currently able to capture. Much of this value lies in the quality of life changes experienced by the people we support. We are committed to better understanding this impact and improving the tools we use to record and measure it, so we can more fully demonstrate the difference we make

Our achievements include being the first voluntary sector organisation in Yorkshire and the Humber to secure both the Bronze and Silver Social Value Quality Mark® accreditations and we have set a target to achieve the Gold Social Value Quality Mark® by January 2026. Since our last report, we have:

- Reviewed our organisational policies through a social value lens.
- Created a training package, informative playbooks and guidance tools to support employees in understanding and evidencing their role in delivering social value.
- Launched our 2024–2029 Social Value Framework, setting out our strategic direction in alignment with our Inclusive Business and Growth Strategy of the same period.
- Initiated a stakeholder engagement review, delivered through our Future Leaders scheme, our internal talent development programme designed to empower the next generation of organisational leaders.
- Measured our carbon footprint and established an Environmental Management Plan with annual carbon reduction targets, supporting our sustainability goals.



5 Performance Highlights

Our performance summary is structured around our Social Value Pledges, which form the backbone of our commitment to delivering meaningful and measurable impact. These pledges, co-produced by employees across the organisation, are aligned with our five-year strategy and overarching vision, ensuring that every action we take reflects our shared values and priorities.

Each pledge focuses on a core area where we can create tangible social value, from improving health and wellbeing to supporting education, employment, housing, and environmental sustainability.

By mapping our key value indicators (KVI) to these pledge areas, we are able to clearly demonstrate how our work translates into real-world outcomes for individuals and communities.



1660 of clients met at least one personal aim in the community



62% of clients reported improved wellbeing




On average 70% of employees are local to their workplace



We generated £5.9m in local economic benefit by employing local people, local volunteers and using local suppliers and partners in our work


2023/24 Highlights



We subcontracted £3.7m to local partners



150 clients took part in social inclusion activity



104 clients achieved a positive move-on from our accommodation



We delivered 1689 accredited training hours to partners / the local community

and our employees and volunteers achieved 174 accreditations



Our approach to calculating social value is grounded in a robust internal framework using the principles of Social Return on Investment (SROI), and the local multiplier effect. For each KVI, we estimate the value created using a combination of service data, employee time and financial investment. This includes calculating average durations of support, role-specific salary data, and the number of clients achieving specific outcomes. These calculations allow us to convert qualitative impact into quantifiable social value.

Importantly, we gather social value data at the end of the support period.. This ensures consistency and comparability across services, but it also means that the data presented here captures just a snapshot of the broader value being delivered. Every day, our teams are driving change, through conversations, interventions, and relationships that may not be formally recorded but are no less impactful.

Throughput will naturally influence year-on-year scores. As the number of clients completing support fluctuates, so too will the volume of social value data captured. In some cases, figures may appear reduced due to challenges in data collection or the cessation of specific KVIs.

To strengthen our data integrity going forward, we are implementing system changes to ensure that social value forms are completed for all leavers, this includes introducing mandatory fields and process checks to prevent clients from being missed. Furthermore, consideration is being given to using a new validated impact measurement tool, allowing us to measure changes during service as well as at the end. These improvements will enhance the reliability of our reporting and ensure that every contribution is recognised.

6 Our Stakeholders

At Inspire North, delivering meaningful social impact relies on the strength and diversity of our stakeholder relationships. Strong, values-led relationships with our stakeholders underpin everything we do. Each group plays a vital role in helping us live our values of:

♥ Compassion ■ Integrity ■ People ♥ Passion



Primary Stakeholders (directly impacted by services)



Clients and Tenants – direct beneficiaries of services.

Families, Friends, and Carers – providing critical informal support and advocacy.

Our Employees and Volunteers – core to delivering our services with compassion and professionalism.

Funders and Strategic Influencers

Commissioners, e.g. Local Authorities, NHS and Ministry of Justice; provide funding and set priorities.

Referrers and External Professionals, e.g. GPs, probation officers, influence access and engagement with services.



Delivery and Operational Partners

Delivery Partners, e.g. formal partnerships or consortia with shared responsibility for service delivery.

Supply Chain, e.g. vendors and providers of essential goods and services.



Collaborative and Community Partners

Informal Partners, e.g. Multi-Disciplinary Teams (MDTs), community organisations working in less formal ways to coordinate support.



Our values are lived every day through our work and relationships. Because we focus on people and supporting communities, our stakeholders naturally share these values too. This shared commitment drives everything we do and helps us create real, lasting impact together.

To ensure this alignment, we carry out a full due diligence process when selecting our delivery partners. As part of this, we ask: *Are the organisation's aims, values, and culture compatible with those of Inspire North?* This helps us build partnerships rooted in shared purpose and mutual respect, ensuring that everyone involved in delivering our services is guided by the same core principles.

7 Stakeholder Engagement

What We Do

Stakeholder engagement is fundamental to how we design, deliver, and continuously improve our services. We engage regularly with a wide range of stakeholders including clients, tenants, employees, volunteers, commissioners, delivery partners, and community organisations. This engagement ensures our work remains aligned with the needs and expectations of those we serve and those who commission our services.



We gather feedback through formal channels such as our group-wide client satisfaction survey, Tenant Satisfaction Measures (TSM) perception surveys, commissioner review meetings, partnership boards, contract monitoring processes, and direct feedback through service delivery interactions. We also actively participate in networks and forums to maintain strong links across sectors and communities.

How We Do It

We prioritise open, honest, and collaborative communication. For example, our client satisfaction surveys are aligned to our Client Charter and Customer Service Excellence (CSE) accreditation. We share updates on 'You Said, We Did' actions to demonstrate accountability and responsiveness. For our partners and commissioners, we maintain regular communication through scheduled reviews, operational meetings, and informal check-ins and questionnaires to ensure relationships remain productive and positive.

How We Are Looking to Improve

We recognise areas where we can strengthen our stakeholder engagement and we are working to improve how we collect, analyse, and respond to feedback. We are:



Reviewing and simplifying feedback mechanisms to be more trauma-informed, dementia-friendly, and accessible.



Improving the consistency and visibility of feedback processes across all services to ensure higher response rates and better representation, aligning feedback collection with regulatory requirements to prevent duplication and fatigue.



Exploring new technologies, such as apps or voting tools, to make engagement easier and more engaging.

Client and Tenant Engagement and Satisfaction

Understanding the voices of our clients and tenants is fundamental to delivering meaningful, person-centred support. Our on-going client satisfaction survey provides vital insights into what’s working, where we can improve, and how we continue to create lasting social value.

The past two years have seen a transformation in how we collect, interpret, and respond to client feedback. From refining our survey tools to embedding social value questions into everyday evaluation, we’re building a deeper, more dynamic understanding of experience and impact.



“We’ve formed a social group outside the service and developed firm friendships.”

“I feel less anxious and more confident in myself.”

Average Trust Score: High 98% across both years

Satisfaction Snapshot: 2023/24 vs 2024/25

Measure	2023/24	2024/25	Change
Overall Satisfaction (Trust)	<div><div></div>97%</div>	<div><div></div>97%</div>	-
Likely to Recommend	<div><div></div>96%</div>	<div><div></div>89%</div>	↓ 7%
Treated with Dignity and Respect	<div><div></div>98%</div>	<div><div></div>99%</div>	↑ 1%
Supported to Make Own Choices	<div><div></div>94%</div>	<div><div></div>97%</div>	↑ 3%
Felt Their Story was Shared Appropriately	<div><div></div>92%</div>	<div><div></div>95%</div>	↑ 3%
Valued Relationship with Support Worker	<div><div></div>96%</div>	<div><div></div>97%</div>	↑ 1%
Believed Staff Go the Extra Mile	<div><div></div>97%</div>	<div><div></div>97%</div>	-

Social Value - Measuring the Impact of Our Work

To strengthen our evaluation of social value and ensure we are effectively measuring the impact of our work, a set of dedicated social value questions was incorporated into the survey. These questions were introduced partway through the 2024/25 reporting year, but the responses gathered so far offer valuable insight and context into the difference our services are making.

These questions explored the comparative value of the service, the availability of alternative options, and the duration of engagement.

Perceived Value of the Service – £10 Allocation Exercise

£7 average value allocated to Inspire North



53% of total value assigned across all responses

£305 out of £580 total hypothetical funding directed to Inspire North

“I would give all £10 to Inspire North. I wouldn’t have coped without them.”

Responses often emphasised the consistency, quality of care, and emotional availability provided by Inspire North, distinguishing it from other forms of help such as family, friends, or statutory services.

These responses highlight the perceived high impact and personal significance of the service in people’s lives.

Awareness of Alternative Services



of respondents reported that they would not have known where else to go if Inspire North had not been available.

This suggests that Inspire North plays a vital and potentially irreplaceable role in providing support, with many individuals likely to be left without help in its absence.



One respondent said: *"I don't really know of anywhere else. Other places I have had in the past hasn't been the same and didn't make an impact like you did. If people understand how great you've been with me it will show you're not just another service, you're people people. You do the job to actually help and have a personal touch. Before a phone call with you I would be feel awful but then I would get more motivation and feel more positive after we speak".*

While 35% of respondents mentioned possible alternatives (e.g. GPs, NHS mental health teams), these were often described as less accessible, slower, or more formal than Inspire North's offer. Several respondents expressed concern that they might have gone without any support at all if this service did not exist. These insights suggest that Inspire North often fills a gap in the local support landscape, offering a service that is both accessible and person-centred.

Duration of Service Use

Respondents were asked how long they had been accessing support from Inspire North. The responses covered a range of timeframes, from under one month to several years. Those with longer engagement tended to report sustained support through multiple challenges or life stages, underlining the value of continuity and trust in the service relationship. Newer clients typically described an early positive impact and a strong sense of being listened to and supported. This range of engagement shows that our services are valued across short-term interventions and long-term support needs.

What Has Changed For You Since You Started Working With The Service?

Understanding what has changed for people through engagement with our services is a vital part of assessing and evidencing social value. Social value goes beyond traditional outcomes; it captures the personal, emotional, and social benefits that individuals experience. By asking our clients and tenants to reflect on the changes they've experienced, we gain valuable insights into how our support contributes to long-term, meaningful improvements in their lives.

The feedback shows a broad range of positive personal and practical outcomes, clustered around key themes, this includes improved mental health and emotional wellbeing, increased confidence and self-esteem, reduced isolation and stronger social connections and increased hope, purpose and motivation.

"It gave me strength to return to work and take positive risks."

"I'm more confident and sociable and feel like I'm part of the community."

"I feel that the future is going to be good and I feel supported."

Employee Engagement

At the heart of our social value strategy lies our commitment to nurturing a highly engaged, motivated, and valued workforce. We monitor engagement through the independent Best Companies survey and as of 2024, we are proud to be recognised as a 2 Star Outstanding employer by Best Companies, a distinction awarded for achieving exceptional levels of employee engagement. This marks a major milestone in our social value journey and reflects our long-term investment in creating a supportive, inclusive, and motivating workplace culture.

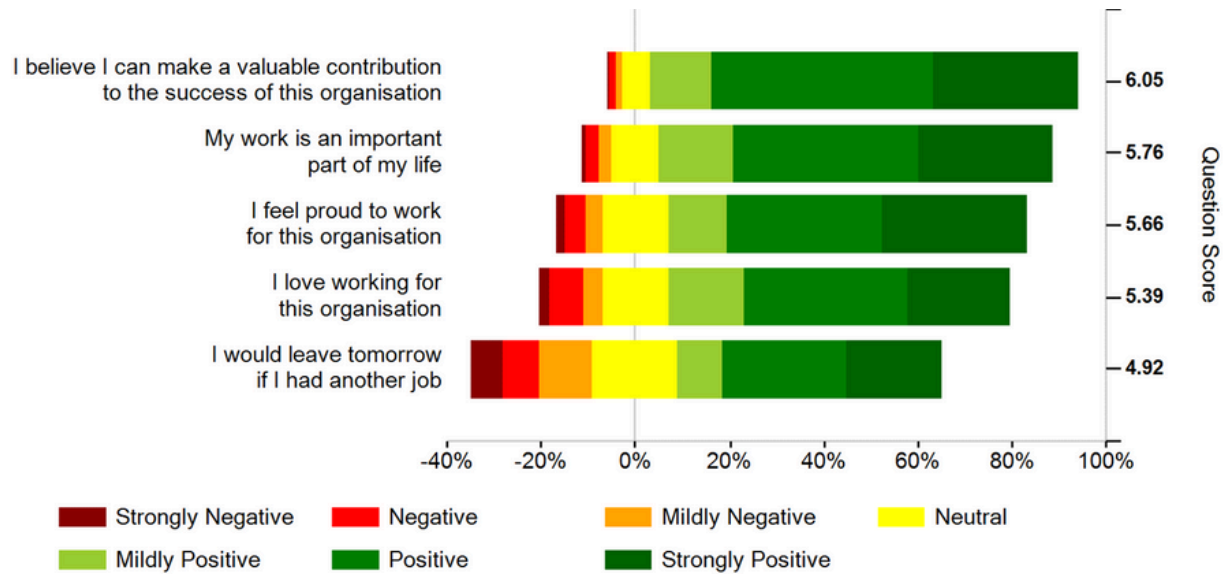
Our improved national rankings underscore this achievement:

- Moved 12 places to 67th in the Top 100 Large Companies to work for in the UK
- Climbed 5 places to 27th in the Top 75 Companies in Yorkshire
- Rose 3 places to 12th in the Top 50 Charities



These results reflect the strength of our people-first culture and show how investing in employee engagement helps us deliver greater social value. We're proud to be building a workplace that drives positive change for both our employees and the communities we serve.

Best Companies employee engagement scores are derived from employee survey responses, measuring how positively employees feel about their work, leadership, and culture; higher scores reflect stronger engagement and a more positive workplace experience.



The heat map illustrates how employees responded to key engagement statements, with colours ranging from negative (red/orange) to positive (light to dark green). The highest scores relate to employees feeling they can make a valuable contribution (6.05), showing strong alignment with organisational purpose. We are proud that employees see their work as an important part of life (5.76), reinforcing a sense of personal value in their roles.



How We Achieve Engagement

We don't just measure engagement, we actively build it through a range of inclusive, future-focused practices:

- Apprenticeship pathways that open doors to diverse career routes.
- Flexible working policies, including hybrid working and flexi-time options, promoting work-life balance.
- Generous annual leave allowances that increase with long-term service, supporting wellbeing and retention.
- Employee networks such as the People of Colour Network and the LGBTQ+ Network, ensuring everyone feels heard and valued.
- Commitment to the Real Living Wage, ensuring all employees are paid fairly for their contribution.
- The Future Leaders scheme, identifying and developing talent from within to foster long-term progression.

Focus Areas for Improvement

While we are proud to have achieved outstanding levels of engagement in 2024, the Best Companies survey has also highlighted areas where we can and will go further. These insights are vital as we continue to shape a working environment that creates real social value through trust, clarity, and inclusion.

Addressing these areas will help sustain and strengthen the progress we've made—and ensure that our outstanding engagement becomes even more inclusive, consistent, and empowering. It also reinforces our social value promise: to be an employer that listens, learns, and leads with integrity:



Stronger links between head office and services



Leaders and brand ambassadors at every level



Clearer, consistent communication



More consistent leadership across teams



Broader leadership development



Better, standardised local inductions



Building Fairness at Inspire North – 2024 Pay Equity Highlights

Inspire North is proud to champion a workplace where fairness, inclusion, and opportunity are more than values, they’re realities. In 2024, across our legacy organisations, we saw powerful progress in closing pay gaps and elevating representation.

Gender Pay Equity

Organisation	Median Gap	Mean Gap	What it Shows
Community Links	-1.80%	-3.50%	On average women earned more than men. This was noted as “of particular note” compared to the UK average of 7.7%.
Foundation	5.30%	0.10%	A small gap favouring men, but significantly below the national average.
Inspire North	-6.60%	6.50%	On average women earned more than men at the midpoint; the mean reflects more men are top earners.

Ethnicity Pay Equity

Organisation	Median Gap	Mean Gap	What it Shows
Community Links	-1.80%	-3.50%	Ethnic minority employees earned slightly less, with strong representation consistently above local Census averages.
Foundation	5.30%	0.10%	A modest gap, maintained from 2023, with strong diversity across teams.
Inspire North	-6.60%	6.50%	Equal pay at the midpoint, a result maintained since 2022. Mean gap reflects pay distribution at higher levels.



Representation That Reflects Our Values

Across all three organisations, around 73% of our workforce was female, exceeding sector averages. Ethnic minority representation ranged from 17% to 29%, with Inspire North significantly above the UK working-age population average of 19%. These results reflect our commitment to equity, leadership accountability, and creating a culture where everyone can thrive.

Volunteer Engagement

In summer 2024, we launched our first Volunteer Experience Survey to gather meaningful feedback from current and past volunteers.

This initiative reflects our commitment to Investing in Volunteers and ensuring that volunteering remains a valuable, supported, and impactful experience.



65

volunteers invited (current and former)



23

responses received (35% response rate)



10

services represented across the organisation



24

months maximum volunteering durations delivered



3 - 6

average volunteering durations delivered



Why Volunteers Join

The top reasons for volunteering include:

- Giving back to the community (most common)
- Gaining skills or work experience
- Using lived experience to help others
- Former clients or students connected to services

Average
Trust Score:
High
95%

These responses reflect the deep personal connection many volunteers have to our mission and communities.

What Volunteers Said

100%

overall satisfaction



I feel confident in my role



I used my existing skills



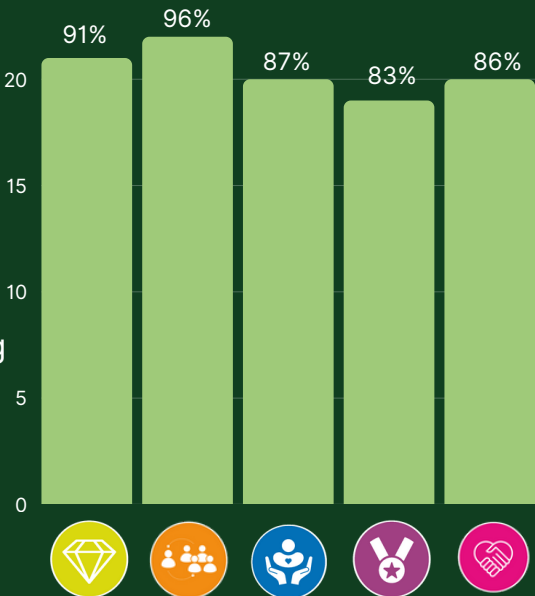
I plan to continue volunteering



I am aware of training opportunities available



I feel valued



While overall feedback was overwhelmingly positive, the survey highlighted some clear opportunities for growth. Although 78% of volunteers felt informed about organisational goals, a significant portion expressed a desire for better communication around strategy, developments, and the tangible difference their work makes.

Volunteers shared powerful stories of connection and community impact, yet many wished this impact was more visibly recognised and celebrated by services. These insights point to three core themes for future focus:



Enhancing support and inclusion so volunteers feel fully part of the team.



Expanding access to learning and development with clearer progression pathways.



Improving communication and impact visibility ensuring every volunteer not only makes a difference, but sees it too.

Wider Stakeholder Engagement

Engaging all of our stakeholders is critical to understanding the real-world impact of our services and shaping how we deliver social value across communities. Historically, we've alternated annually between commissioner, partner, and referrer surveys to gather external insight. During 2023/24, we focused on referrers, those who directly connect people to our services:

47 response received

91%

rated their overall experience 4 or 5 out of 5, reflecting high levels of trust and confidence in our work

Referrers praised our social value impact, citing outcomes like:



Preventing homelessness



Reducing isolation



Promoting independence



Supporting people with complex needs



While overall sentiment was strong, feedback highlighted some areas for improvement:



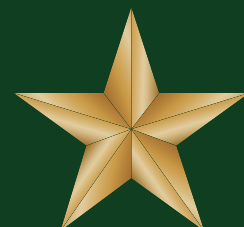
A call for more consistent communication and updates



Requests for greater staff capacity to meet demand



Interest in more flexible access, including evening or weekend availability



"Staff at The Hub goes above and beyond to support our patients and their carer/families. If it wasn't for The Hub, I believe that some of our patients would have had to have 24hr care sooner rather than later. They provide a friendly and welcoming environment for younger people with Dementia and feedback from people who attend is that they feel that they are safe at The Hub."

"You provide shelter, help and support to service users and promote independent living for ease of integration into the community."

"You provide opportunities for adults struggling with their mental health to step into the world again and start to rebuild their lives. By giving them opportunities to build social connections and confidence you help people to take control of their own lives."

In 2024, we shared a survey to gather insight from funders and commissioners. However, we received only one response, limiting its value. This highlighted the need for a more coordinated and targeted approach. In response, we are redesigning our stakeholder engagement model to ensure:

- Broader reach
- Higher response rates
- More actionable insights

In October 2025, we will launch a refined, co-produced stakeholder survey, targeting commissioners, referrers, delivery partners and community stakeholders. This new approach will include dedicated social value questions and explore perceptions of our recent organisational amalgamation, the launch of our new website and the visibility and effectiveness of our community impact.

By moving to a unified annual survey model, we will ensure all voices are heard and that feedback is integrated across the organisation. We are also currently running a project to improve how we engage stakeholders, with the aim of reaching a broader audience and achieving stronger participation each year.



8 Building Diverse Partnerships

At Inspire North, partnerships are at the heart of how we deliver meaningful, person-centred services across the North of England. We believe collaboration leads to better outcomes, reduces duplication, strengthens communities and enhances the social value we create together.

We continue to actively seek partnerships that share our values of compassion, inclusivity, and innovation. Between 2023 and 2025, these partnerships have been vital in delivering our services and expanding our reach. Positive feedback from our partners and commissioners highlights the strength of these relationships and the quality of the work we deliver together.

Feedback such as, ***“services like yourselves really help us keep people safe and I’m really pleased with how we all worked together yesterday in really challenging circumstances,”*** demonstrates the value of our collaborative approach and the real difference it makes to those we support.

We also receive recognition for the expertise and dedication of our team, with commissioners highlighting how our employee’s skills and knowledge help them navigate complex systems and achieve better outcomes.

“[Support Worker] shows exceptional skill when it comes to navigating the complex housing systems present in Leeds. His ability to capture a sense of what is available out there is remarkable. There’s simply no replacement for having [this Support Worker] on hand and present in the office and AOT clients would surely suffer in his absence.”

This feedback is important as it reinforces trust in our work, strengthens our relationships, and demonstrates our value as a reliable, expert partner. Strong partnerships improve service delivery, encourage collaboration, and help ensure the people we support receive the best possible care.

PARTNERSHIPS

WORKING TOGETHER FOR GREATER SOCIAL IMPACT



48 SERVICES TOTAL



12 SERVICES DELIVERED IN PARTNERSHIP
25%



5 NEW PARTNERSHIPS
2023/24 & 2024/25



SERVICES COMMISSIONED BY LOCAL AUTHORITIES
43,75%



SERVICES COMMISSIONED BY THE NHS (INCLUDING TRUSTS, ICBs & NHS ENGLAND)
21%





In 2023/24, we established two new partnerships, including our collaboration with Khidmat Centres to launch the Bradford Dementia Hub.

Commissioned by Bradford Council in July 2023, the hub ensures that individuals in Bradford have access to a comprehensive range of information and advice about dementia, empowering them to manage their condition effectively and live well with dementia in their own homes.

In 2024/25, we strengthened our commitment to creating social value through three new strategic partnerships. Notably, our collaborations with Leeds Mind and BARCA contribute directly to the delivery of the Thrive at Work service, a key element within the broader, place-based Thrive at Work in Leeds initiative. This is part of a government-backed pilot connected to the West Yorkshire Health and Growth Accelerator Programme.

This innovative service delivers integrated support that combines health coaching, work coaching, and social prescribing into a single, person-centered model. By recognising the inextricable links between health, employment, and wellbeing, this partnership helps people achieve positive, sustainable outcomes across all three areas.

Through this collaborative approach, we are not only supporting individuals to improve their own health and work prospects but also equipping employers and line managers to foster healthier, more inclusive workplaces. This is a clear demonstration of how partnership working directly contributes to wider social value: building healthier communities, reducing inequalities, and promoting inclusive economic participation across the region.



In 2023/24 three existing services that are delivered in partnership were successfully retendered: Broadacres, YMCA Ripon, and YMCA Ryedale, all as subcontractors for our Young People's Pathway.

In 2024/25, seven services that are delivered in partnership were retendered: Leeds Mind, Age UK Leeds, BARCA, Better Leeds Communities, Leeds Irish Health and Homes, Feel Good Factor, and Leeds City Council, all as subcontractors for Linking Leeds.

Retaining these partnerships through retendering demonstrates the strength and trust in our relationships and the consistent quality of our work. This stability benefits our partners, the people we support, and the wider community by ensuring continuity of care and maintaining collaborative, place-based services that deliver meaningful social value.

9 Partnership in Practice: Young Dementia Leeds

The Young Dementia Leeds Hub is a shining example of how partnership-led, community-anchored services can make a powerful and measurable difference in the lives of individuals and their families. Commissioned by Leeds City Council and the NHS and delivered in partnership with Carers Leeds, the service is designed specifically for younger adults living with a dementia diagnosis. The unique Leeds-based service provides day centre support alongside outreach into the community for those who are unable to attend in person.

As the only dedicated young-onset dementia service in the city, the Hub represents an invaluable resource for families and health systems alike, demonstrating the transformative potential of co-designed, need-responsive support.

Making a Difference – For Clients, Families and Communities

Through daily structured and stimulating activities such as art therapy, reminiscence groups, healthy eating education, yoga, music, and wellbeing days, the Hub helps individuals with dementia maintain cognitive skills, build social connections, and preserve a sense of independence and dignity.

The service is equally life-enhancing for carers and families. By offering trusted daytime support, the Hub enables family members to gain essential respite, allowing couples and families to continue living together longer and reducing premature moves into residential care.

As one family member put it: ***“Without the Hub, we would’ve had no choice but to consider 24-hour care. This place gives us time, space, and hope.”***



Strategic Alignment and Impact for Commissioners

The Hub plays a key role in helping Leeds City Council and health commissioners meet wider strategic objectives:

- **Delaying entry into residential care:** By providing daily structured activities and holistic care, the Hub reduces the burden on long-term care systems.
- **Reducing carer burnout:** Carers gain consistent and reliable respite, improving overall family wellbeing.
- **Health prevention and promotion:** Physical, emotional, and cognitive stimulation through tailored sessions contributes to slowing the progression of symptoms, reducing reliance on acute healthcare services.

The Hub's value extends well beyond individual outcomes, it supports whole families and eases pressure on the health and care system, demonstrating clear social return on investment.

Feedback-Driven Growth and Development

During 2023/24, feedback highlighted strong satisfaction from clients and carers alike. Attendance rose from 76% to 88%, reflecting increased demand and appreciation. However, the service also identified areas where improvements were needed, particularly in inclusion and access:

- **Equity and Inclusion:** The Hub acknowledged the absence of clients from Ethnic Minority backgrounds and is taking steps to address this. It is actively engaging with Jewish, Polish, Travelling, and LGBTQ+ communities, and is a member of Leeds City Council's Black and Minority Ethnic (BME) Forum, which focuses on reducing inequalities in dementia support. Ongoing outreach with partners such as Touchstone, the Community Wellbeing Hub in Chapeltown, and Hamara in Beeston aims to make the service more accessible and representative of the city it serves.
- **Sustainability and Expansion:** The Hub is currently reliant on funding from Leeds City Council and the NHS. While the funding enables vital day-to-day operations, there's a clear need for diversified investment to extend hours, increase staffing, and respond to wider community demand.

Responding to Needs, Enhancing Social Value

At the heart of the Hub's approach is personalisation. Clients are not treated as diagnoses but as individuals with histories, passions, and goals. The team conducts thorough assessments gathering life stories to shape tailored activity plans, bringing joy, meaning, and connection to each person's day.

In every way, the Hub embodies the principles of partnership and co-production. From close collaboration with carers and local services to its open-door feedback culture, the service is constantly learning and adapting to ensure that it delivers both high-quality care and measurable social value.



10 Our Community Impact

Highlights from 2023/24

Sleeping Out for a Cause

In November 2023, Beth Noel and Josie Foster braved sub-zero temperatures for the Big Sleep at Headingley Stadium, raising awareness for homelessness and showing true solidarity with those they support every day.



Leading Dementia Research in Leeds

In winter 2023, we kicked off a six-month research project in partnership with Leeds Beckett University to better understand the needs of those living with early-onset dementia. Funded by Leeds City Council, this vital study will help shape future services.



Response: Supporting Rough Sleepers During Storm Ciaran

As Storm Ciaran swept through Leeds back in winter 2023, bringing bitter cold and high winds, our NHS Hub Services team took to the streets to support people experiencing homelessness. Braving the weather themselves, they handed out thoughtfully prepared wellbeing packs filled with handwarmers, thermal clothing, sleeping bags, toiletries, and sanitary items.

These packs were made possible through generous donations from our colleagues, their families, friends, and our partners at Leeds and York Partnership NHS Foundation Trust (LYPFT). The team also collected additional winter clothing, which was donated to St. George's Crypt to support even more people in need.



Speaking Up on Homelessness

In September 2023, Sinéad Cregan took to the airwaves on Greatest Hits Radio Yorkshire Coast to shine a light on the growing housing crisis. Responding to the findings of The Kerslake Commission, she spoke about the sharp rise in rental costs and the pressure it places on people already at risk of homelessness.

Sinéad highlighted the urgent need for action and greater investment in preventative services, echoing the voices of frontline staff and clients across our services. Her appearance not only raised public awareness but also reinforced Inspire North's role as a credible voice in regional discussions on homelessness and housing policy.



Strengthening Community Roots

In early 2024 our Richmond services deepened their community roots through an exciting partnership with Richmond School and Sixth Form College. Together, they hosted joint activities that included awareness talks, volunteering opportunities, and a student Q&A about youth homelessness and support services.

This grassroots engagement is building a new generation of allies and helping reduce stigma through education and shared experience.



Making Headlines for Young Dementia

In January 2024, Young Dementia Leeds was proudly featured on BBC Look North, shining a regional spotlight on the growing need for services supporting people with young-onset dementia. The segment focused on our ongoing research project with Leeds Beckett University, which aims to better understand the experiences and unmet needs of the estimated 200–300 people in Leeds living with this condition.

The coverage not only raised public awareness but also encouraged conversations around early diagnosis, tailored support, and the importance of community-based services. It was a powerful moment of advocacy, helping bring visibility to a condition that is too often overlooked.



Domestic Violence Quality Mark

We're proud to have achieved re-accreditation for the Leeds Domestic Violence Quality Mark until 2028. Leeds sees over 21,000 domestic incidents each year, with 24% involving children.

This recognition confirms our commitment to consistent, high-quality support for those affected by domestic abuse.



Celebrating Dementia Action Week – May 2024

Our Dementia Hubs went all out for #DementiaActionWeek 2024, hosting a vibrant series of events that blended awareness with joy. Activities included '80s-themed dress-up days, nostalgic film screenings, and interactive music sessions designed to spark memory and conversation.

Employees also ran information stalls in local communities, sharing vital resources and advice with families, carers, and the public. Across all hubs, the week reinforced the importance of normalising dementia conversations and promoting dignity, inclusion, and early support.



Flying the Flag at Leeds Pride

In July 2024, clients and colleagues marched with pride at Leeds Pride 2024, joining forces with "Leeds Charities Together: Partners in Pride" to celebrate inclusivity and visibility for the LGBTQ+ community.

Events like this are a key part of how we continue building welcoming, affirming spaces for young LGBTQ+ people in our services.

Skydiving for a Cause

In October 2024 Sharon Linley and Vicki Collinson quite literally took the plunge for two brilliant causes, St Gemma's Hospice and Young Dementia Leeds, by leaping from 15,000 feet in a charity skydive. Their bravery raised not only vital funds but also awareness of the support these organisations provide. With adrenaline and advocacy in equal measure, Sharon and Vicki showed just how far we're willing to go for the causes we believe in.



**£2,414
raised**

Inspire North Ranked in Top 10 Inclusive Employers

In November 2024, Inspire North was officially ranked 10th in the Inclusive Top 50 UK Employers List, our highest position to date. Compiled annually by Inclusive Companies, the list celebrates employers that lead the way in promoting inclusion across race, gender, disability, LGBTQ+ identities, age, faith, and more.



The recognition reflects the progress we've made in embedding inclusion into everything we do, from the way we recruit and support our employees to how we deliver services to diverse communities. Achieving a top-10 spot is a powerful endorsement of the work happening across our teams every day.

This achievement is a reminder that inclusion doesn't happen by chance. It takes intention, openness, and action. As we move forward, we remain committed to ensuring everyone feels seen, heard, and valued at Inspire North.

Supporting Creative Wellbeing Through Internal Grants

The Autumn 2024 round of our Internal Grants Scheme funded a range of inspiring, client-led projects across the organisation. Each initiative reflects creative thinking, therapeutic benefit, and the strong involvement of client voice. Oakwood Hall received funding for an electric piano, giving residents a shared musical space for social connection and creative expression. Changes replaced a stolen bicycle for a client, whose video submission showed how vital cycling was for their independence and mental health. The grant also covered a helmet and lock for added security.

These projects show the power of small investments in making a big difference in people's daily lives.



Care Leaver Champion Award for Jayne Millar

In November 2024 Jayne Millar from the Harrogate Young People's Pathway received the Care Leaver Champion Award. Presented by Kate Barraclough, Leaving Care Senior Manager, and Stuart Carlton, Corporate Director of Children and Young People's Services, this award was in recognition of her exceptional contribution to improving outcomes for young people transitioning out of care. The award celebrates professionals who go above and beyond to offer stability, guidance, and advocacy, qualities that Jayne consistently demonstrates in her work.



In Harrogate, where Jayne is based, she has supported countless young people through the challenges of housing insecurity, mental health struggles, and major life transitions. The trophy now sits in the reception area at our Harrogate Hostel, symbolising not just personal recognition, but the strength of our whole team's commitment to care leavers.

The timing was especially powerful, as Ofsted inspectors were visiting the service during the event and took note of the achievement, highlighting the positive culture and outcomes being delivered through dedicated frontline support.

Craven Services Named Rotary Club's Principal Charity



In February 2025 our Craven-based services were recently showcased at a local Rotary Club dinner, where employees delivered an engaging presentation about the work we do in the area. The event sparked thoughtful discussion and highlighted strong local interest in our services.

Following the presentation, we received a generous £1,000 donation from the club to support client events and experiences. The Skipton Rotary Club, twinned with a club in the Netherlands, selected us as the chosen beneficiary for this shared charitable gift. Even more significantly, we've been named their Principal Charity for 2025. This recognition paves the way for deeper collaboration over the coming year, whether through joint fundraising efforts, youth engagement projects, or volunteer opportunities for the young people we support.

The event also helped strengthen local connections, with representatives from community organisations and businesses, including SELFA and Skipton Building Society, sharing ideas and grant opportunities. A brilliant example of local partnership in action.

11 Innovation and Continuous Improvement

We believe that innovation comes not just from bold ideas, but from listening, learning, and adapting. That's why we've embedded a culture of continuous improvement through our "Insights and Actions" approach: a reflective learning framework that transforms stakeholder feedback and service experience into practical, meaningful change.

Whether responding to community need, acting on gaps in service delivery, or aligning with broader system goals, we're committed to evolving with purpose. Our work this reporting period demonstrates innovation in action, across mental health, housing, employment and inclusion.

Health and Work Innovation: Supporting Our Workforce and Communities

As part of the Health, Work and Skills plan, West Yorkshire was named an Accelerator Area, securing 12 months of investment to join up health and employment support. This initiative aims to improve health outcomes and help people with health conditions stay in or return to work.

In Leeds, partners have developed a joint delivery plan focusing on support for the health and social care workforce. Inspire North, through our Linking Leeds service, is delivering an Integrated Coaching Service that combines social prescribing with work and health coaching.

Our Linking Leeds Service Manager presented at the Thrive at Work in Leeds employer engagement event at Civic Hall, which brought together HR leaders, workforce planners, and educational providers across the region. This reflects how we're working at both individual and system levels to improve workforce wellbeing and resilience.



Navigating Recovery Through Adventure: aspire's Voyage to Recovery

The aspire team joined the national Voyage to Recovery project, a sailing expedition involving 10 Early Intervention in Psychosis (EIP) teams across the UK. In partnership with the Cirdan Sailing Trust, clients took part in relay sailing trips, including a journey led by aspire from Hartlepool to Ipswich.

This Adventure Therapy approach offered:

- Confidence and resilience-building in non-clinical settings
- Peer support, team bonding, and social reconnection
- Pathways into employment and personal growth

"The voyage helped me grow as a person... I've applied for a new job since returning because I feel more capable."

Through this, aspire fostered empowerment, challenged stigma around psychosis, and forged lasting partnerships, showcasing how experiential learning and mental health care can combine for profound impact.



Local Impact and Economic Innovation: Durham Complex Needs

When the Durham Complex Needs (DAN) service was re-tendered and expanded, our team responded with a socially responsible supply chain strategy:

- Furniture was sourced from a local charity, supporting the community and keeping funding local.
- Contractors were engaged from the local area, reducing reliance on national providers.

These decisions helped us meet our social value KPIs, grow local business connections and support inclusive economic growth. This highlights how we think innovatively not only about care, but about how we operate as an organisation with values.

Responsive and Compassionate Action: Accommodation Gateway

Each year, the Accommodation Gateway Team supports people at risk of homelessness in Leeds. While we were unable to apply for the Winter Wellbeing Grant this year, the team demonstrated resilience and compassion by organising donations of warm clothing, heaters, and essential winter supplies.

The team led coordination with St Vincent's Community Hub, ensuring items reached those who needed them most. This act, though small in cost, reflects the heart of innovation, responding flexibly to community need and going above and beyond when formal routes aren't available.





Creative Inclusion: CLEAR's Men's Talk and the White Ribbon Campaign

Our Men's Talk Digital project supported the national White Ribbon Campaign with a powerful video titled "It Starts With Men". The group explored themes of allyship, safety, and equality in response to shocking statistics around sexual harassment and violence against women. The campaign highlights that *"Three in five women have experienced sexual harassment, bullying or verbal abuse in the work-place"* and *"63% of men agree that men are not doing enough to ensure the safety of women and girls."*

By involving clients in shaping this campaign, the team delivered a message of collective responsibility, inclusion, and social justice, demonstrating the transformative role that creative digital work can play in public advocacy.

Bridging Communities Through Books: Belle Isle's First Little Free Library

In November 2023, a new chapter began in Belle Isle with the launch of the area's first Little Free Library, proudly unveiled at East Grange Square. This community-led initiative was the result of a meaningful partnership between Octavia House, one of Inspire North's residential recovery service and the Belle Isle Tenant Management Organisation (BITMO).

More than just a place to swap books, the Little Free Library symbolises connection, trust, and shared space. Individually painted and proudly featuring a windmill motif, the box invites residents to "take a book, leave a book," creating a simple but powerful way to promote literacy, mental wellbeing, and neighbourly exchange. The idea was sparked by Octavia House, whose team wanted to create a small but lasting contribution to the local community. Working with BITMO, residents, and local councillors, the idea was brought to life.

BITMO's Community Development Manager said: "It's been great to work with Octavia House, who do such important work. Our residents have added new planters and a hopscotch grid—it's about improving shared spaces together."

This small project demonstrates the power of partnership and place-based working. By creating something tangible and inclusive, Octavia House strengthened local relationships, built trust, and celebrated recovery in the heart of the community.



12 Our Path to Carbon Net Zero






In 2024, Inspire North took a major step forward in its environmental responsibility journey by completing our first full measurement of Scope 1, 2, and selected Scope 3 greenhouse gas (GHG) emissions. This marks a pivotal milestone in our commitment to achieving Carbon Net Zero.



Current Carbon Footprint

Our total carbon footprint for 2024 is 850.70 metric tonnes of CO₂ equivalent (mtCO₂e). This baseline, calculated using the Greenhouse Gas Protocol's spend-based method, breaks down as follows:

-  **Scope 1 (Direct Emissions):** 216.41 mtCO₂e
-  **Scope 2 (Indirect Energy Use):** 203.34 mtCO₂e
-  **Scope 3 (Employee Commute & Homeworking):** 430.96 mtCO₂e

Emissions intensity is calculated at 1.70 mtCO₂e per employee, providing a useful benchmark for progress in the coming years.

Carbon Net Zero Target

We are committed to achieving **Carbon Net Zero by 2045**, in line with UK government goals and sector best practices. The next steps will include:

- Broadening Scope 3 data coverage (e.g., procurement, waste, supply chain)
- Establishing a clear emissions reduction roadmap
- Investing in energy-efficient technologies and sustainable operations



Action in Practice



Brigid House: Powered by the Sun, Built for Efficiency

A full eco-makeover added floor insulation, thermal rendering, and a 14-panel solar system with battery storage, cutting emissions and boosting EPC ratings, inside and out, it's greener and smarter.

Victoria Street Flats: Smarter Heating, 48% More Efficient



Two ground-floor flats received innovative electric radiators tested by the University of Huddersfield, proven to be 48% more energy efficient than standard models.

The upgrade cuts energy use, boosts tenant comfort, and sets the stage for upper-floor installations in Q1 25/26.

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