

Company number: 03562176
Charity Number: 1074546

Clinks

Report and financial statements
For the year ended 31 March 2015

Clinks

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For the year ended 31 March 2015

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Reference and administrative details

For the year ended 31 March 2015

Company number 03562176

Charity number 1074546

Registered office and operational address Clinks
Tavis House
1-6 Tavistock Square
LONDON
WC1H 9NA

Members of the Management committee The members of the management committee who served during the year and up to the date of this report were as follows:

Anne Owers	Chair
Robert Fulton	Treasurer
Lucy Gampell OBE	
Julian Corner	
Norma Hoyte	
Steve Rawlins	
Timothy Robertson	
Fergus McNeill	Resigned 6 November 2014
Rachael Byrne	Appointed 7 May 2014
Helen Attewell	Appointed 29 January 2015

Company Secretary and Director Clive Martin

Bankers CAF Bank Ltd
PO Box 289
West Malling
Kent
ME19 4TA

HSBC
13 Parliament Street
York
North Yorkshire
YO1 8XS

Solicitors Ware & Kay
Sentinel House
Peasholme Green
York
YO10 5DQ

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Reference and administrative details

For the year ended 31 March 2015

Auditors

Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
Invicta House
108-114 Golden Lane
LONDON
EC1Y 0TL

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Report of the management committee

For the year ended 31 March 2015

The management committee present their report and the audited financial statements for the year ended 31 March 2015.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005).

Achievements and performance

Clinks continues to be respected as a trusted, effective advocate for the voluntary sector and an important critical friend for government. Clinks fulfils three key roles for the sector, particularly the small and medium-sized organisations that often lack their own advocacy and intelligence-gathering capacity.

- We act as a channel of communication to members about what is happening nationally and politically both within the sector and across a wide range of government departments whose policies impact on offenders and their lives.
- We provide a voice for the sector, and have been effective in keeping a range of voluntary sector issues on the agenda.
- We offer practical help to members and act as a catalyst for change promoting evidence based innovation and good practice.

Our membership remains healthy showing the value we can add to local and national voluntary sector organisations. We have been able to highlight the real issues facing our members in our State of the Sector surveys. Our publications and regular Light Lunch newsletter provide valued information and support to our members.

At the same time, we have pressed for appropriate recognition and understanding of the sector's value and needs during discussions on the new Transforming Rehabilitation (TR) contracts. A time of such rapid and major change really demonstrates the importance of the voluntary sector and an organisation like Clinks.

Throughout the Transforming Rehabilitation (TR) process, Clinks has been at the forefront of maintaining a dialogue between government and the voluntary sector, making sure our members (that want to and are able to) are well placed to participate in the new arrangements. Over the next 12 months, we will continue to monitor the implementation of the new TR programmes to ensure that they work for those who they are intended to help.

Whatever happens in policy and commissioning, the role of the sector is the same: to encourage and support everyone to embark on a journey of change towards a better life, and to ensure that they have the opportunity to achieve their goal. Together with our members, we will work to give people that opportunity, helping to reduce reoffending, cutting the number of victims of crime and making our communities safer places to live.

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Report of the management committee

For the year ended 31 March 2015

In the Autumn of 2014 there was a comprehensive independent review of infrastructure services for the voluntary sector working in the Criminal Justice System. An overwhelming majority of the respondents expressed support for the role that infrastructure plays in supporting the voluntary sector throughout the Criminal Justice System. The review showed that the voluntary sector clearly values the infrastructure support they receive. Evidence that infrastructure organisations are vital for the future of an informed and effective service.

Government officials, private sector companies, and academics were all able to articulate how infrastructure had helped them achieve positive outcomes and deliver their objectives. They recognised that infrastructure organisations needed to represent the diverse views of a complex voluntary sector, and simultaneously be a 'critical friend' to government.

As for the future, Clinks will need to be dynamic and flexible, ready to respond to both risks and opportunities. Given our track record, we will continue to act as a powerful advocate and champion the vital contribution of the voluntary sector working in the Criminal Justice System.

Financial Review

There continues to be a difficult operating environment for the voluntary sector which was highlighted in Clinks most recent State of the Sector report. However, Clinks is currently able to deal with some of the current challenges, with reasonable security for the coming year.

The statement of financial activities shows there has been an increase of 25% in restricted funds and an increase of 15% in unrestricted funds for the year, Clinks were able to generate a surplus and have ended the year as expected. Some of the projects closed at the end of the year but this is because they came to a natural end.

The trustees have been keen to ensure that Clinks have been able to take advantage of appropriate funding opportunities to maintain our work and where possible the work of our members as well, for example, as advertising funding opportunities every week in Light Lunch and informing the sector about contracts with Government departments, like the Ministry of Justice and Cabinet Office.

We are very aware of the impact that the economic downturn has had on the sector working in criminal justice. Clinks have continued to survey Voluntary, Community and Social Enterprise (VCSE) Sector organisations working within the Criminal Justice System. The key findings from this survey outline where the sector is experiencing challenges, including achieving full cost recovery on contracts they are delivering, winning new contracts and responding to the changing and increasingly complex needs of service users.

There is also the concerning picture of an increase in demand for services as well as a complexity of service need which will present more of a challenge as further public service reforms are implemented. The right services are required to support people's desistance from crime, work alongside families affected by the Criminal Justice System, and improve the communities that are worst affected by crime and poverty.

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Report of the management committee

For the year ended 31 March 2015

The current financial situation for Clinks remains fairly healthy. The trustees' policy will be to continue to maintain a level of unrestricted reserves that represents at least six months of future expenditure for the charity. The reserves policy is reviewed annually by the trustees.

Reserves Policy

The free reserves at 31 March 2015 are £811,047 which is at least 6 months' expenditure. Trustees have satisfied themselves that safeguards are in place to allow Clinks to operate with a comfortable margin of safety at this level. The reserves held are sufficient to cover the charity's obligations in the event of a winding up. Income and expenses are predictable. Contribution to members of staff defined contribution pension schemes is also predictable at a fixed percentage of gross salaries.

Plans for the future

Our plans for the future remain in line with our mission to ensure the Sector, and all those with whom they work, are informed and engaged in order to transform the lives of offenders. Clinks will ensure we are up-to-date and well informed of sector issues by gathering intelligence through engagement and dialogue with our extensive networks, events and meetings, and surveys. We will lobby and influence government and other stakeholders through regular meetings; engagement with committees; and policy responses to ensure that policy and legislation supports the work of the voluntary sector. Clinks provides a comprehensive range of accessible information and communication and will continue to provide concise, accessible and vital information for the sector.

The Transforming Rehabilitation Programme presents a major change to the way in which rehabilitation support is funded and delivered. Clinks has worked hard to support sector understanding and informed engagement with the programme and in the coming year will monitor the impact of the programme on the voluntary sector.

Statement of responsibilities of the trustees

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

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent

Clinks

Report of the management committee

For the year ended 31 March 2015

- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

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

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2015 was 10 (2014 – 9). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Sayer Vincent LLP were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

The report of the trustees has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 22 October 2015 and signed on their behalf by

Robert Fulton
Trustee

Independent auditors report

To the members of

Clinks

We have audited the financial statements of Clinks for the year ended 31 March 2015 which comprise primary financial statements and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities set out in the report of the trustees, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the report of the trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Independent auditors report

To the members of

Clinks

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the report of the trustees, for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us
- The financial statements are not in agreement with the accounting records and returns
- Certain disclosures of trustees' remuneration specified by law are not made
- We have not received all the information and explanations we require for our audit
- The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the report of the trustees and take advantage of the small companies' exemption from the requirement to prepare a strategic report

Jonathan Orchard (Senior statutory auditor)

22 October 2015

for and on behalf of Sayer Vincent LLP, Statutory Auditors
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

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Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 31 March 2015

	Note	Restricted £	Unrestricted £	2015 Total £	2014 Total £
Incoming resources					
<i>Incoming resources from generated funds</i>					
Voluntary income	2	-	201,000	201,000	272,580
Activities for generating funds		-	24,672	24,672	19,900
Investment income		-	3,356	3,356	14,554
		-	229,028	229,028	307,034
<i>Incoming resources from charitable activities</i>	3	<u>1,264,666</u>	<u>11,424</u>	1,276,090	1,328,022
Total incoming resources		<u>1,264,666</u>	<u>240,452</u>	1,505,118	1,635,056
Resources expended					
<i>Charitable activities</i>					
	4	1,222,388	118,849	1,341,237	1,555,996
<i>Governance costs</i>	6	-	14,632	14,632	6,843
Total resources expended		<u>1,222,388</u>	<u>133,481</u>	1,355,869	1,562,839
Net (outgoing)/incoming resources before transfers	7	42,278	106,971	149,249	72,217
Gross transfers between funds		-	-	-	-
Net movement in funds		42,278	106,971	149,249	72,217
Reconciliation of funds					
Total funds brought forward		<u>149,334</u>	<u>704,076</u>	853,410	781,193
Total funds carried forward		<u>191,612</u>	<u>811,047</u>	1,002,659	853,410

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 14 to the financial statements.

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Balance sheet

Company no. 03562176

As at 31 March 2015

	Note	£	2015 £	2014 £
Fixed assets				
Tangible fixed assets	10		<u>16,008</u>	<u>9,406</u>
Current assets				
Debtors	11	10,073		100,379
Short term deposit		694,704		101,373
Cash at bank and in hand		<u>455,440</u>		<u>942,483</u>
		1,160,217		1,144,235
Liabilities				
Creditors: amounts falling due within one year	12	<u>173,566</u>		<u>300,231</u>
Net current assets			<u>986,651</u>	<u>844,004</u>
Net assets	13		<u><u>1,002,659</u></u>	<u><u>853,410</u></u>
The funds of the charity				
Restricted funds	14		191,612	149,334
Unrestricted funds	15		811,047	662,702
Designated funds			<u>-</u>	<u>41,374</u>
Total charity funds			<u><u>1,002,659</u></u>	<u><u>853,410</u></u>

Approved by the management committee on 22 October 2015 and signed on its behalf by

Robert Fulton
Trustee

Clinks

Notes to the financial statements

For the year ended 31 March 2015

1. Accounting policies

- a) The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2005).
- b) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable.
- c) Revenue grants are credited to the statement of financial activities when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.

- d) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.
- e) Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
- f) Designated funds are unrestricted funds earmarked by the management committee for particular purposes.
- g) Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered. All expenditure has been classified under headings that aggregate all costs related to the category.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include central functions that have been allocated to activity cost categories on a basis consistent with the use of resources.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

- h) Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Office equipment	4 years
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Items of equipment are capitalised where the purchase price exceeds £150. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Clinks

Notes to the financial statements

For the year ended 31 March 2015

1. Accounting policies (continued)

- i) The charity makes contributions to a defined contribution scheme and to employees personal pension plans based on a fixed percentage of salary. Contributions are charged as expenditure in the year in which they are incurred.
- j) Rentals payable under operating leases are charged to the statement of financial activities as incurred over the term of the lease.

2. Voluntary income

	Restricted	Unrestricted	2015	2014
	£	£	Total	Total
			£	£
Grants				
Paul Hamlyn	-	100,000	100,000	100,000
P Getty	-	80,000	80,000	80,000
Esmée Fairbairn Foundation	-	-	-	50,000
Dulverton Trust	-	21,000	21,000	-
Greater Manchester Probation Trust	-	-	-	34,500
Lankelly Chase	-	-	-	7,000
Making Every Adult Matter (MEAM)	-	-	-	1,080
	<hr/>	<hr/>	<hr/>	<hr/>
Total	-	201,000	201,000	272,580
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Activities for generating funds				
Membership fees	-	24,672	24,672	19,900
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Investment Income				
Interest receivable	-	3,356	3,356	14,554
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

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Notes to the financial statements

For the year ended 31 March 2015

3. Incoming resources from charitable activities

	Restricted	Unrestricted	2015 Total	2014 Total
	£	£	£	£
Grants (see below)	1,263,456	-	1,263,456	1,308,760
Associate Membership Fees	-	2,095	2,095	-
Conference fees	-	6,527	6,527	8,548
Training packs	-	1,880	1,880	4,876
Other income	1,210	922	2,132	4,462
Sale of publications	-	-	-	1,376
	<u>1,264,666</u>	<u>11,424</u>	<u>1,276,090</u>	<u>1,328,022</u>
Grants consists of:				
The Tudor Trust	66,500	-	66,500	66,500
Monument Trust	50,000	-	50,000	40,000
Centre for Justice Innovation	15,960	-	15,960	-
Arts Council	12,859	-	12,859	-
Barrow Cadbury Trust	41,000	-	41,000	17,000
Ministry of Justice Infrastructure Grant	677,316	-	677,316	445,800
Ministry of Justice NAVCA Grant	-	-	-	40,000
Ministry of Justice Arts Alliance Grant	40,452	-	40,452	50,000
NOMS - BAME	-	-	-	50,000
Allen Lane	5,000	-	5,000	-
City Bridge Trust	-	-	-	12,250
Northern Rock Foundation	12,215	-	12,215	-
Northumbria Police	3,000	-	3,000	-
NOMS - Write to be Heard	-	-	-	100,000
The Good Prison Monument Trust	63,000	-	63,000	-
NOMS Social Enterprise	-	-	-	30,000
NOMS Legal Support Project	50,000	-	50,000	196,536
Lankelly Chase	15,000	-	15,000	15,000
Making Every Adult Matter (MEAM)	47,920	-	47,920	8,000
Wales Probation Trust	-	-	-	26,743
JIVE European Project	52,384	-	52,384	-
NPC	-	-	-	69,524
Health Work	55,850	-	55,850	37,500
NE Local Development	-	-	-	23,157
The Pilgrim Trust (Women Offenders)	20,000	-	20,000	-
Ministry of Justice Primes Database Grant	-	-	-	54,500
Trust For London	35,000	-	35,000	26,250
Total	<u>1,263,456</u>	<u>-</u>	<u>1,263,456</u>	<u>1,308,760</u>

Notes to the financial statements

For the year ended 31 March 2015

4. Costs of charitable activities

	Direct cost of activities £	Grant funding of activities £	Support costs £	2015 Total £	2014 Total £
Paul Hamlyn Foundation	100,000	-	-	100,000	100,000
Arts Alliance	63,163	-	3,198	66,361	85,683
Write to be Heard	-	-	-	-	109,554
Small and Innovative Project	-	-	85	85	236
SW Project	138,096	-	5,944	144,040	92,345
Transition to Adulthood project	15,553	-	414	15,967	29,296
NOMS Informal Mentoring	-	-	-	-	12,235
CFJ Innovation	11,962	-	-	11,962	-
Home Office Safer Future Communities Project	8,736	-	-	8,736	8,736
NOMS Social Enterprise Programme	-	-	-	-	25,501
Health Work	41,296	-	6,177	47,473	37,500
London Development Officer Fund	-	-	-	-	27,924
London Development Project	34,837	-	3,461	38,298	3,610
NE Local Development	9,937	-	567	10,504	5,945
NOMS Legal Support	39,194	-	7,046	46,240	187,701
Prime Database Development	-	-	-	-	46,540
MOJ Infrastructure	415,690	184,907	22,719	623,316	387,744
MOJ NAVCA project	-	-	-	-	40,000
Research Capacity	-	-	-	-	61,108
3SC pbR	-	-	-	-	2,175
Core activities	62,171	-	50,567	112,738	225,048
Lemos and Crane	6,041	-	3	6,044	-
MEAM - Policy	17,207	-	10	17,217	-
MEAM - Local Development	9,374	-	165	9,539	-
JIVE Project	42,152	-	1,478	43,630	-
Pilgrim Trust (Women Offenders)	19,990	-	10	20,000	-
NOMS - BAME	17,925	-	1,162	19,087	67,115
	1,053,324	184,907	103,006	1,341,237	1,555,996
Grants and partnership payments made (note 5)	-	184,907	-	184,907	158,057
Salaries	733,129	-	-	733,129	790,510
Travel and subsistence for staff	73,112	-	-	73,112	99,254
Recruitment costs	12,668	-	-	12,668	2,655
Fees for freelance workers	94,914	-	-	94,914	193,800
Rent	-	-	31,820	31,820	35,009
Insurance	-	-	2,500	2,500	2,043
Repairs and renewals	-	-	-	-	209
Stationery, printing and photocopy	-	-	14,491	14,491	23,551
Telephone and internet charges	-	-	15,798	15,798	14,647
Postage	-	-	2,070	2,070	6,900
Computer software and maintenance	-	-	14,112	14,112	14,083
Sundry expenses	-	-	155	155	44
Subscriptions	1,951	-	-	1,951	1,374
Newsletter and publications	38,475	-	-	38,475	51,421
Training for staff and volunteers	2,168	-	-	2,168	8,206
Training for beneficiaries	-	-	-	-	-
Depreciation	-	-	8,643	8,643	6,550
Conference costs	27,627	-	-	27,627	60,660
Database development	4,700	-	-	4,700	72
Professional fees	26,220	-	-	26,220	-
Network development	8,736	-	-	8,736	8,736
Partnership Involvement	2,835	-	-	2,835	-
Rates, light and heat	-	-	2,559	2,559	4,690
Bank charges and interest	-	-	284	284	4
Meeting costs	-	-	10,574	10,574	7,726
Website development	26,789	-	-	26,789	40,289
Bad debt write off	-	-	-	-	25,506
	1,053,324	184,907	103,006	1,341,237	1,555,996

5. Grants and partnership payments made

	2015 Total £	2014 Total £
Action for Prisoners Families	65,625	-
Women's Breakout	50,000	-
BTEG	49,282	-
GAVCA	-	1,500
Voluntary Action Lewisham	-	3,000
Wales Council for Voluntary Action	20,000	4,000
LVSC	-	5,497
Wales Probation Trust	-	2,500
Community Action Southwark	-	5,000
Voluntary Action Oldham (VAO)	-	1,500
Black S.W. Network	-	1,500
Self Help for African Women	-	1,500
Nilaari Agency (S)	-	1,500
Council for Somali Organisations	-	1,500
Cymorth Cymru (S)	-	1,500
Bringing Hope (S)	-	1,500
Community Change Foundation	-	1,500
Hackney CVS	-	1,500
Independent academic res studies (IARS)	-	1,500
Chinese Information and Advice centre	-	1,500
Voluntary Action Islington	-	5,000
Russell-Cooke Solicitors	-	112,560
1625 Independent People Ltd	-	2,500
	<u>184,907</u>	<u>158,057</u>

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Notes to the financial statements

For the year ended 31 March 2015

	2015	2014
	£	£
6. Governance costs		
Auditors' remuneration:		
▪ Current year	7,000	5,913
▪ Prior year	6,498	-
Management committee meeting expenses	180	181
Annual general meeting expenses	<u>954</u>	<u>749</u>
 Total Governance Costs	 <u><u>14,632</u></u>	 <u><u>6,843</u></u>
 7. Net incoming resources for the year		
This is stated after charging:		
	2015	2014
	£	£
 Depreciation	 8,643	 6,550
Operating lease rentals:		
▪ property	27,089	26,002
Management Committees' reimbursed expenses	<u>155</u>	<u>135</u>

No management committee member or any person connected with them received any remuneration during this or the previous year. During the year management committee members were reimbursed £155 (2014: £135) for directly incurred travel and subsistence expenses.

8. Staff costs and numbers

Staff costs were as follows:

	2015	2014
	£	£
Salaries and wages	629,777	676,345
Social security costs	59,477	69,750
Pension contributions	<u>43,875</u>	<u>44,415</u>
 Total emoluments paid to staff were:	 <u><u>733,129</u></u>	 <u><u>790,510</u></u>

The number of employees earning over £60,000 per annum was as follows:

£70,001 - £80,000	1	1
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Pension contributors of £5,910 were paid in respect of this employee (2014: £8,351)

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2015	2014
	No.	No.
Projects	12.2	12.2
Support	5.4	5.4
Governance	<u>1</u>	<u>1</u>
	<u><u>18.6</u></u>	<u><u>18.6</u></u>

Notes to the financial statements

For the year ended 31 March 2015

9. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. Tangible fixed assets

	Office equipment £	Total £
Cost		
At the start of the year	31,495	31,495
Additions in year	15,245	15,245
	<u>46,740</u>	<u>46,740</u>
Depreciation		
At the start of the year	22,089	22,089
Charge for the year	8,643	8,643
	<u>30,732</u>	<u>30,732</u>
Net book value		
At the end of the year	<u>16,008</u>	<u>16,008</u>
At the start of the year	<u>9,406</u>	<u>9,406</u>

11. Debtors

	2015 £	2014 £
Trade debtors	2,108	73,235
Other debtors	2,349	7,293
Prepayments and accrued income	5,616	19,851
	<u>10,073</u>	<u>100,379</u>

12. Creditors: amounts falling due within one year

	2015 £	2014 £
Trade creditors	35,356	226,458
PAYE and social security	18,598	33,770
Accruals	19,612	4,003
Deferred income	100,000	36,000
	<u>173,566</u>	<u>300,231</u>

Clinks

Notes to the financial statements

For the year ended 31 March 2015

13. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	10,879	-	5,129	16,008
Net current assets	180,733	-	805,918	986,651
Net assets at the end of the year	191,612	-	811,047	1,002,659

14. Restricted funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Arts Alliance	6,515	108,961	(66,361)	-	49,115
CFJ Innovation	-	15,960	(11,962)	-	3,998
Building capacity in the South West	90,028	81,500	(156,265)	-	15,263
Transition to Adulthood (T2A) Project	949	18,000	(18,317)	-	632
JIVE Project	-	52,384	(43,630)	-	8,754
Small and Innovative Project	85	-	(85)	-	-
Home Office	11,904	-	(8,736)	-	3,168
Health Work	-	55,850	(55,850)	-	-
MEAM - Local Development	-	25,875	(9,539)	-	16,336
MEAM - Policy	-	22,045	(22,045)	-	-
London Development Project	22,640	35,000	(42,734)	-	14,906
NE Local Development	17,213	15,775	(10,504)	-	22,484
NOMS Legal Support	-	50,000	(50,000)	-	-
Women Offenders	-	20,000	(20,000)	-	-
Infrastructure Fund	-	677,316	(677,316)	-	-
Lemos and Crane	-	63,000	(6,044)	-	56,956
NOMS - BAME	-	23,000	(23,000)	-	-
Total restricted funds	149,334	1,264,666	(1,222,388)	-	191,612

Arts Alliance

Clinks is working with a range of different organisations to improve policies and practice in relation to arts-based work with offenders and their families. This includes developing the Arts Alliance as the main national network for arts organisations that work in the criminal justice system.

CFJ Innovation

The StreetCraft Scholarships are a partnership between the Young Foundation, Centre for Justice Innovation and Clinks. They are aimed at practitioners who wish to put a creative idea for sustainable criminal justice innovation into practice and two of the practitioners receive tailored support from Clinks.

14. Restricted funds (continued)

Building Capacity in the South West

Our current work aims to enable local voluntary organisations working with offenders to adapt to the changing Criminal Justice System, whilst also using local experience to help shape national policy.

Transition to Adulthood (T2A) Project

The Alliance is a broad coalition of organisations and individuals which identifies and promotes the need for a distinct and radically different approach to young adults in the Criminal Justice System; an approach that is proportionate to their maturity and responsive to their specific needs. Clinks is currently developing guidance for probation practitioners on working with young adults, on behalf of the Transitions to Adulthood Alliance.

JIVE Project

This project has established a network of non-governmental organisations [NGOs] working in the criminal justice sector in order to exchange ideas and share good practice. There are two main areas of work that the project focuses on: 1] the role and value of volunteers working with offenders, their families and victims and 2] working effectively in partnership with statutory and private organisations.

Small and Innovative Project

A fund to support small and innovative projects delivering services to offenders and/or their families by the facilitation of new partnerships and collaborative working relationships, advocating to and influencing policy makers and commissioners, circulating information, providing voice and representation and other support services.

Home Office

Safer Future Communities is supporting the Voluntary Community and Social Enterprise (VCSE) Sector to engage with and influence the forthcoming Police and Crime Commissioners (PCCs) and the new commissioning landscape in which they will operate. We are working through local Safer Future Communities networks made up of VCSE organisations in each police force area in England and Wales.

Health Work

Clinks, along with NACRO and Action for Prisoners' Families, are members of the criminal justice group in the Strategic Partner Programme seeking to address Health issues such as substance misuse or mental health problems which can lead to contact with the Criminal Justice System. Addressing the health needs of this group can reduce re-offending, and have a positive impact on the health of their communities.

MEAM - Local Development/MEAM - Policy

Local Development - The MEAM approach was developed to provide a non-prescriptive framework for areas to develop a coordinated and flexible approach to supporting adults with multiple and complex needs. At present there are 11 areas across the country developing the MEAM approach and Clinks provides local development support to two of these. The MEAM Coalition also provides support to the 12 Big Lottery Fulfilling Lives areas. Policy - Clinks deliver the Voices from the Frontline project, as part of an embedded policy team across the MEAM coalition partners. The project aims to raise the voice of people experiencing multiple needs to government, as well as highlighting the impact of policies on this group.

14. Restricted funds (continued)

London Development Project

The project focuses on the changing criminal justice landscape, as it affects the voluntary sector in the London boroughs and pan-London, encompassing Integrated Offender Management (IOM), Transforming Rehabilitation, changes to the delivery of offender health services, the localism agenda, and the challenges and opportunities of commissioning and procurement.

NE Local Development

The work in the North East supports the Voluntary, Community and Social Enterprise (VCSE) Sector to reduce crime, promote community safety, and reduce re-offending. The project focuses on the changing Criminal Justice System (CJS) landscape, as this affects the VCSE sector in the North East.

NOMS Legal Support

Clinks is providing support to the voluntary sector to engage with Transforming Rehabilitation (TR). Voluntary sector organisations and social enterprises can access information about the contracting process for TR, including legal information and bespoke legal advice sessions.

Women Offenders

This focuses on Clinks policy work with female offenders, highlighting the specific needs faced by female offenders through reactive and proactive policy work including briefing papers and consultation responses; and to support and raise the profile of the sector providing specialised gender-specific support.

Infrastructure Fund- Ministry of Justice

A strategic grant from the Criminal Justice Group to deliver outcomes in relation to representation and voice, communication and partnership working.

Lemos and Crane

The project aims to build and provide support to the voluntary sector and prisons, to enable a strong voluntary sector engagement that will support the rehabilitation and resettlement of offenders, wherever they are serving their sentences. It will be conducted alongside Lemos and Crane's Good Prisons project.

NOMS - Black, Asian, minority ethnic (BAME)

Black, Asian, Minority Ethnic individuals are over represented at every stage of the Criminal Justice System. Clinks are working in partnership with BAME organisations to challenge this imbalance and provide tailored support to organisations working with BAME offenders.

Clinks

Notes to the financial statements

For the year ended 31 March 2015

15. Unrestricted funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<i>Designated funds:</i>					
Business Development	41,374	-	(41,374)	-	-
General fund	<u>662,702</u>	<u>240,452</u>	<u>(92,107)</u>	<u>-</u>	<u>811,047</u>
Total unrestricted funds	<u><u>704,076</u></u>	<u><u>240,452</u></u>	<u><u>(133,481)</u></u>	<u><u>-</u></u>	<u><u>811,047</u></u>

Business development fund

This fund, which has now been fully spent, enabled Clinks to employ a Strategic Development Manager. The role involved a review of Clinks' strategic direction and supporting Clinks' continuous development by identifying and developing suitable opportunities to ensure the sustainability of Clinks in a rapidly changing environment. This has helped to raise the profile of Clinks in different contexts, across sectors, and supported the more effective co-ordination of different strands of work across the organisation.

16. Operating lease commitments

The charity had annual commitments at the year end under operating leases expiring as follows:

	Property	
	2015	2014
	£	£
within 1 - 2 years	<u><u>11,507</u></u>	<u><u>2,196</u></u>

17. Related Party Transactions

Due to the nature of the charity's operations and the composition of the Board of Trustees (being drawn from local public and other charitable organisations) it is inevitable that transactions may take place with organisations in which a member of the Board of Trustees may have an interest. All transactions involving organisations in which a member of the Board of Trustees may have an interest are conducted at arm's length and in accordance with the charity's normal financial procedures.