

November 2018



**CLINKS  
REPORT &  
FINANCIAL  
STATEMENTS**

# Report and financial statements

For the year ended 31 March 2018

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Supporting the voluntary sector  
working in the criminal justice system

[www.clinks.org](http://www.clinks.org)



## Trustees' annual report

For the year ended 31 March 2018

### Reference and administrative information

<b>Company number</b>	3562176
<b>Charity number</b>	1074546
<b>Registered office and operational address</b>	Tavis House 1-6 Tavistock Square London WC1H 9NA
<b>Country of registration</b>	England & Wales
<b>Country of incorporation</b>	United Kingdom
<b>Trustees</b>	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:  Dame Anne Owers                      Chair Rachael Byrne                        Vice Chair Nicola Silverleaf                      Treasurer Norma Hoyte Steve Rawlins Helen Attewell Dr Alison Frater Liz Calderbank Jessica Southgate                    Appointed 21/07/17 Christopher Stacey                   Appointed 16/01/18 Raheel Mohammed                   Appointed 11/01/18
<b>Key management personnel</b>	Anne Fox                                      Chief Executive
<b>Bankers</b>	CAF Bank Limited 25 Kingshill Avenue West Malling Kent ME19 4JQ
<b>Solicitors</b>	Ware & Kay Sentinel House Peasholme Green York Y010 5DQ
<b>Auditor</b>	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108-114 Golden Lane LONDON EC1Y 0TL



## Trustees' annual report

For the year ended 31 March 2018

# Trustees' annual report

The trustees present their report and the audited financial statements for the year ended 31 March 2018

Reference and administrative information set out on page 2 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 applicable to charities preparing their accounts in accordance with FRS 102.

## Objectives and activities

### Purposes and aims

#### Vision

Clinks' vision is of a vibrant, independent and resilient voluntary sector that enables people to transform their lives.

#### Mission

Clinks' mission is to support, represent and advocate for the voluntary sector in criminal justice, enabling them to provide the best possible opportunities for individuals and their families. Clinks' strategic objectives set the direction of the organisation and our priorities in the medium to long term:

- » **Promote the work of the voluntary sector in the criminal justice system, with a particular focus on smaller specialist organisations**
- » **Support voluntary organisations working in the criminal justice system with individuals and their families**
- » **Represent and advocate for the voluntary sector and their service users**
- » **Identify challenges and opportunities facing the voluntary sector and its service users, and work together to find and implement solutions**
- » **Clinks being effective, efficient and professional in its work and operations. Ensuring we have the systems, resources and processes to achieve maximum impact.**

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

### Clinks future strategy

Clinks' current business plan runs to 2020. Over the course of the past 18-24 months the board and staff have reviewed progress against objectives. Clinks now has a revised mission, vision, strategic objectives and a new set of values to guide and reflect in our work. The work Clinks has done to date has been aided by comprehensive intelligence on the needs of our beneficiaries and as well as our impact as a charity through the state of the sector, trackTR, voluntary sector resilience and independent impact assessment projects.



## Trustees' annual report

For the year ended 31 March 2018

Clinks is now at the stage where we can consider emerging priorities and plan for the activities we will undertake under the strategic objectives, reflecting the values we've developed, working towards our mission and vision. In doing so, Clinks has an opportunity to better engage now with a wider group of stakeholders and produce a final strategy which will have buy-in and be reflective of the needs of our beneficiaries and the wider context in which we will deliver on the strategy.

We are in the process of developing our future strategy which affords us the chance to work with experts across criminal justice research and practice as well as those who have funded and supported our work and that of our beneficiaries over many years to take soundings and advice at this stage in the strategic process.

The development of our new strategy also gives us the opportunity to introduce our new Chair to the sector and our stakeholders in an engaging and involved way from the outset and will support the building of relationships.

The new strategy will be launched as we celebrate our 20th anniversary providing a natural opportunity for reflection and refreshed commitment to work on the sector's behalf into the future. The strategy will be launched in November 2018 and have annual business plans under it running from April 2019 until end of financial year 2021/22.

### Achievements and performance

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in 2017/18. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review ensures that our activities remain focused on our charitable objects and consistent with our strategic aims.

A central aspect of Clinks' role is to keep the voluntary sector well informed and aware of developments and their implications. To do this we have run a comprehensive programme of information including a weekly e-bulletin sent to 11,268 people; monthly policy and health briefings which have 3,048 subscribers and provided information on everything from ministerial changes, policy developments, and the specific implications for our sector of the Charities Act.

Clinks continues to seek to inspire the sector. Our reach has grown considerably, and Clinks now has 14,712 Twitter followers and the website received 124,651 visitors over the year. We support and celebrate sector success and good leadership through case studies and blogs. We published a wide range of blogs with blog reads of 18,883 in 2017-18 and 24 case studies with a total 1,593 reads.

Our Annual Conference in October 2017, which had 158 attendees, focused on resilience, and shared sector expertise and experience on managing and/or overcoming the many challenges and stresses our sector faces. It was informed by our learning from our State of the Sector survey and sought to provide practical support to address the needs we are identifying. We had positive feedback about the event with one delegate describing it as "honest and inspiring and great to hear the individual panel members' personal journey and coping strategies".

We also held a range of events including 9 Regional Criminal Justice Forums which 164 people attended and 2 Charities Act Workshops in partnership with Unlock to prepare for changes to the rules on trustees and senior managers with criminal records.



## Trustees' annual report

For the year ended 31 March 2018

Clinks leads the sector through the areas of work we prioritise, such as service user involvement; disproportionality in criminal justice; and the needs of women offenders.

The Lammy Review into the treatment of and outcomes for black, Asian and Minority Ethnic (BAME) people in the criminal justice system was published in September 2017. Clinks has undertaken significant activity to engage with, and facilitate the engagement of, the BAME sector with the Lammy review, and the implementation of its recommendations.

Prior to publication of the Lammy Review final report we held two consultation events with the sector in order to inform our submission to the Review, briefed the sector on the Review's interim report and facilitated a voluntary sector engagement event in partnership with the review. In partnership with BTEG and through our role on the Young Review steering group we worked closely with the Ministry of Justice to support the launch of the Lammy Review final report, identifying and briefing BAME led organisations and service users to provide comment to the press.

In this year we merged the functions of Women's Breakout within Clinks, consolidating our offer for women-centred community organisations supporting women, often facing complex needs, in contact with the criminal justice system. We will continue to build on this work. Four networking forums were held on working with women in the criminal justice system which 73 people attended with an attendee commenting that "there is a great need and desire from the women criminal justice sector to have infrastructure support from Clinks to build on the work of Women's Breakout". We also engaged with the sector around the new female offenders strategy.

Clinks are committed to supporting the effective involvement of people with lived experience of the criminal justice system to inform policy and practice. Our state of the sector work has shown an increase in the number of organisations strategically engaging their service users in their current and future work. We warmly welcome this increase and have continued to encourage involvement of people with lived experience through further developing our service user involvement network. We held 3 Service User network events attended by 59 people including one on involving young people in youth justice services.

Clinks has run its annual state of the sector survey over each of the three years, which has provided a comprehensive overview of the sector. The last report, launched in July 2017, provides useful information reflecting the criminal justice voluntary sector's disproportionate reliance on grant funding and its consequential vulnerability in the face of the government's continuing austerity programme. In spite of the considerable challenges that the sector faces, our 2017 State of the Sector report, based on NCVO's data (from 2015) reflects a resilient sector, the majority of which is managing to maintain its size or grow. We adapted our methodology in 2017 to get a more robust understanding of the financial health and sustainability of the sector, working in partnership with NCVO using almanac data. We are now able to draw on stronger data to base the rest of our offer on as well as draw on in our work to influence how the sector is funded and supported.

The National Criminal Justice Arts Alliance successfully delivered 4 visioning roundtables for the Arts Council England and produced a paper: What does success in arts and criminal justice look like? The Alliance conference took place in December and was attended by 150 people. One of the outcomes of the conference is a short film: Why do arts in criminal justice matter? The Alliance have also been selected to be a National Portfolio Organisation which will start in April 2018. Clinks represents the criminal justice voluntary sector in the VCSE Health and Wellbeing

Alliance, in partnership with Nacro. This allows us to maintain and develop relationships with key contacts across the health and care system. We continue to provide a monthly health and justice bulletin to share information with the sector, conducted a survey of the sector on the health and care needs of their service users and responded to 3 formal policy consultations including one on Community Sentence Treatment Requirements for the Department of Health.

Between September 2016 and October 2017 Clinks supported a voluntary sector member of staff in each of the three prisons to implement a bespoke model of voluntary sector coordination, reflective of the needs of each prison's population.

The project led to a number of positive outcomes for the prisons involved and the voluntary sector. This coordination contributed to improved safety and more effective rehabilitation and resettlement services in the three prisons through:

- Better coordination of voluntary sector provision which included mapping services and joining them up as well as identifying gaps in provision
- Ensuring voluntary sector staff and volunteers understood the prison environment, population and regime adequately in order to deliver their services
- Enhanced knowledge of and access to voluntary sector support amongst people in prison
- Development of the strategic role of the voluntary sector in the prison.

Clinks provided the deputy chair and the secretariat to the Farmer Review on the importance of Family Ties which reported in August 2017 with all the recommendations from the report being accepted by the Government. The review was able to collect evidence from a wide range of stakeholders and included 431 completed surveys from prisoners in 39 prisons, 104 recorded phone calls from prisoners, 465 surveys from prisoners' families and 76 responses from voluntary organisations. Clinks staff attend monthly meetings of the HMPPS Family Strategy working group to take forward the Farmer review recommendations. We worked with HMPPS to arrange a Families conference in February 2018 which focussed on how to put those recommendations into practice in a prison setting, drawing on good practice examples from the work of voluntary organisations providing family support in criminal justice settings.

The criminal justice voluntary sector includes organisations seeking to address a wide range of issues with a diverse and evolving range of approaches. One way in which Clinks provide support in response to the breadth and depth of our members is to partner organisations with distinct but complementary expertise, reach and skills.

Clinks works with a huge range of partners, ranging from generic infrastructure, such as our work with NCVO on issues affecting the voluntary sector overall, and on our State of the sector and trackTR research; and regional infrastructure such as Voluntary Organisations Network North East. We work with specialist infrastructure such as Adfam, BTEG, Homeless Link, Mind and Women's Resource Centre. We also work in formal collectives such as the Making Every Adult Matter coalition with Homeless Link and Mind and the Grants for Good campaign with CFG, Children England, DSC, Lloyds Bank Foundation for England and Wales and NAVCA. We also work with specialists within our sector to share and build on their expertise and have done this with Unlock and the Prison Reform Trust on the implications of the charities act to better shape the way in which changes to restrictions on who can be a trustee or senior manager in charities are implemented. We worked in partnership with the Centre for Justice Innovation to better understand and promote how collaboration is fostered and challenging for voluntary organisations in criminal justice; our report "Why we collaborate" was widely disseminated.

### Beneficiaries of our services

Clinks had 486 members at the end of March 2018, and a wider network of approximately 2,000 voluntary sector organisations, all of whom benefit from the activities and services Clinks provides. Clinks' full membership is open to all voluntary sector organisations which agree with our aims, and is free to those with an income of under £30,000.

It has been a challenging year in terms of member retention, with many organisations tightening their budgets. However, Clinks has been proactive in recruiting new members. We currently have about 130 members who meet the free membership criteria and we have sought out women's centres and BAME led organisations to further support those priorities. In this year we offered automatic free membership for one year to any member of Women's Breakout eligible for Clinks membership who wasn't already in membership when we merged its functions into Clinks, to ensure continuity of support for those specialist organisations working with women.

Clinks' presence in the sector allows members to focus on operational matters rather than policy, campaigning and consultation and they have stated that it is very important to have an organisation like Clinks who can represent and promote their views.

Clinks gives our members a platform to expand their horizons with training and networking opportunities. Clinks has re-introduced the Working and Volunteering in prisons training which has been very popular and has received very positive feedback. Clinks' funding portal and emails, and the ability to advertise for staff for free, allows smaller organisations to work on financial sustainability at a difficult time.

### Financial review

In 2017/8 there was a planned increase in Clinks' unrestricted reserves from £515,673 to £561,389 (excluding designated funds of £76,680) due to the uncertainty of the infrastructure fund late into the financial year. The designated funds are primarily to be used to develop Clinks website, work which would have happened earlier if staff resources had allowed. Trustees are planning to invest some of these unrestricted reserves this year on developing Clinks work with women, following the integration of Women's Breakout and to strengthen Clinks' capacity internally on finance and human resources.

There was a decrease of just over 50% in restricted funds for the year from £134,302 to £64,863 which reflected the completion of some projects accompanied by increased success in attracting funding which can be applied more generally to Clinks' activities.

Operating from rented premises and with a low overhead, Clinks is able to avoid significant investment in fixed assets, allowing its income to be applied to charitable activities. Salaries continue to be the greatest expense.

In our latest state of the sector research, organisations told us that they have dealt with a shifting funding landscape, large reductions in funds, and a struggle to get full cost recovery on services with some closing projects. All this despite an increase in the number of people they are supporting, with more complex and immediate needs, resulting in organisations developing more flexible and creative working and recruiting more volunteers.

We acknowledge the vital support of our funders which enables Clinks to fulfil our strategic objectives to support voluntary sector work in criminal justice and to implement

our ambitious strategy. The funding allows Clinks to create positive change for people in the criminal justice system by supporting a vibrant and resilient voluntary sector and working with our members to influence policy and practice across England and Wales.

### Principal risks and uncertainties

To enable Clinks to improve its Governance we have further developed the work of the Finance and HR Committee. This has supported the Board in the overall management and monitoring of finance and staffing matters in Clinks by providing an appropriate level of scrutiny of the finances and HR policies and practices of Clinks, prior to making recommendations on these matters to the trustees for their decision.

Clinks' trustees acknowledge their responsibility for identifying and managing the risks to which the charity is exposed. This year the trustees have sought to build on the work done on the risk register by looking at risk appetite which will allow the Trustees to arrive at a set of parameters for the amount of risk they consider to be acceptable, which can then be reflected in the strategic proposals put forward by the executive. It also underpins the reasoning behind our reserves policy.

The principal risk, which continued to cause uncertainty for Clinks, is its reliance on an infrastructure grant from the Ministry of Justice which has historically provided in excess of a third of our income. This continued to provide uncertainty beyond the end of the financial year when Clinks was informed of its success in bidding for a three year infrastructure grant. Therefore Clinks trustees had to take a cautious approach during this financial year and plan for a future without this funding.

Recent years have been characterised by large scale changes in policy and service developments which have provided opportunities as well as challenges for voluntary organisations working in criminal justice. At times of successive changes in political leadership on justice there is a need for consistency and continued strategic focus on what can be achieved and what is best done to facilitate change.

We know that voluntary organisations working in criminal justice are predominantly small in size, more dependent on charitable trusts and foundations for their income than the wider sector and also that they are supporting more clients year on year who present with higher levels of more complex needs. We also know that these organisations are keen to work in partnerships and collaborations and to undertake contracts where appropriate to deliver services but that in both of these regards they face challenges which we are now focused on supporting them with using our networks and partnerships.

It has been increasingly apparent that the Transforming Rehabilitation (TR) Programme has not achieved what was hoped. Reports from the Public Accounts Committee and the Probation Inspectorate have echoed Clinks' findings of poor and low levels of voluntary sector engagement in supply chains.

The majority of our members are impacted by TR, largely through the complementary nature of their support for those who are, or who have been in the criminal justice system. It has proved to be unachievable due to the disappointing lack of understanding about the important role of the voluntary sector, and lack of engagement with the sector, by Community Rehabilitation Companies and the National Probation Service.

Clinks has been leading the debate, collecting information from the voluntary sector and providing an informed perspective on their collective experience through our three TrackTR reports. These have consistently shown that the role of the voluntary sector in reforms to the probation service has been limited and that communication with the sector both in and outside the supply chain, and engagement with Clinks to address this has been disappointing. Our evidence has been widely shared with contacts in the MoJ; HMPPS and other stakeholders. The recent HMI Probation report confirmed many of our findings, and was critical of the low levels of engagement with the voluntary sector.

It continues to be a challenging operating environment for the sector in other ways. Press scrutiny and criticism of charities, while sometimes highlighting important issues, can cause considerable reputational damage to the wider sector. The Charities Act and its restrictions on staff and trustees, and GDPR can present a considerable administrative burden, especially on smaller organisations whose capacity is already stretched.

Although Clinks has been able to respond to these challenges by prioritising support to the sector and its members, this has meant delaying work on internal projects which we would like to have carried out, and explains the need for designation of some reserves. Despite these pressures, significant advances have been made in ensuring the organisation is fit for the new strategy, work which carried on into the next financial year. Clinks has a talented hardworking and committed staff, reflected in low staff turnover.

### Reserves policy and going concern

Clinks' business model means that income and expenditure can be forecast with reasonable accuracy. Our reserves policy has been to maintain reserves at a level which covers 6 months of expenditure. This has been appropriate because we have a flexible cost base but are reliant on a sizeable proportion of our income from Ministry of Justice fixed period grant funding. The uncertainty regarding this remained until the end of our 2018 financial year and still posed a significant financial risk. The current reserves policy supports management of this risk. Although Clinks had been informed of success in bidding for a 3-year infrastructure grant, this had not been confirmed.

The free reserves at 31 March 2018 are £561,389 excluding designated funds of £76,680, exceeding the amount required by the current policy. Trustees have satisfied themselves that safeguards are in place to allow Clinks to operate with a margin of safety at this level. The reserves held are able to cover the charity's obligations in the event of a winding up, based on a managed withdrawal. It is the intention of the trustees to review the reserves policy in this financial year in the light of continuing funding from MoJ, also taking into account actions which could be taken to mitigate the impact of pressure on income from all sources and reflecting the reality of the available options.

### Statement on fundraising practices

Clinks fundraising targets charitable trusts and statutory sources. We do not fundraise from the general public, though we do occasionally ask for donations from our members by email but never telephone or face to face appeals. We do occasionally use professional fundraisers to provide additional capacity for writing funding applications, liaising closely with the Head of Strategic Development. Clinks keeps abreast of applicable fundraising regulation and compliance codes. We have never received a complaint for our fundraising activities.



## Trustees' annual report

For the year ended 31 March 2018

### Plans for the future

Dame Anne Owers steps down as Clinks' Chair at our 2018 AGM in November. Clinks therefore requires a new Chair who can build on the success of the past and help the charity and sector thrive. We are seeking a Chair who understands the role and contribution of the voluntary sector working with people in the criminal justice system and their families but can also help Clinks to broaden our reach and connections across the wider statutory, private and voluntary sectors so we can better support and represent the sector's needs.

Clinks new strategy will also be launched as we celebrate our 20th anniversary at our 2018 AGM in November. This will provide a natural opportunity for reflection and refreshed commitment to work on the sector's behalf into the future. The development of our new strategy also gives us the opportunity to introduce our new Chair to the sector and our stakeholders in an engaging and involved way from the outset and will support in building relationships.

Clinks recognises the critical role that its website plays in delivering support to voluntary sector organisations within the criminal justice system. In 2017 Clinks carried out a review of our website which stated that though the website is good it has the potential to become an even more engaging site which enhances the user experience. In this year Clinks intends to invest in revamping the site to make it more user friendly and accessible to our stakeholders.

In April 2018 Clinks will launch a report which details the results of Clinks' final survey into the voluntary sector's experience of Transforming Rehabilitation (TR), also known as trackTR. TrackTR is a partnership project between Clinks, the National Council for Voluntary Organisations (NCVO), the University of Birmingham's Third Sector Research Centre (TSRC) and the Open University's Centre for Voluntary Sector Leadership.

The report will show that as well as being under-represented in supply chains, organisations that have been contracted to provide services are not receiving adequate resources to do so, with many subsidising services with reserves or other charitable funds. The report will make recommendations which we will continue to promote and use to influence discussions on future probation arrangements.

Following the merger of the functions of Women's Breakout within Clinks last year, we are planning to develop a dedicated network within the charity for women's organisations building on current work and looking at needs and opportunities with the sector in anticipation of the publication of the Female Offenders Strategy.

We have had good engagement with HMPPS in relation to our Good Prison project. We will continue to promote The Good Prison: why voluntary sector co-ordination is essential to all HMPPS and prisons through the HMPPS Senior Leaders bulletin, ensuring the information goes to all prisons and to arrange meetings with the new Prison Group Directors in order to see if more prisons will adopt our approach.

Our next State of the sector report will be published in the Autumn 2018 and we will partner again with NCVO for this report. Clinks will continue to work with HMPPS and the Ministry of Justice to take forward the recommendations from the Farmer review, the implementation of a women's strategy and to engage the BAME voluntary sector with the recommendations of the Lammy Review.

### Structure, governance and management

Clinks is governed by a Board of Trustees, which consists of at least eight members elected by members of the charity and up to four other people who may be co-opted by the Board of Trustees. The Board of Trustees co-opts additional members to ensure a diverse board with the right mix of skills and experience.

Clinks has a Finance and Human Resources sub-committee, which meets quarterly to discuss key Finance and HR issues and reports back to the Board of Trustees. It is chaired by the Treasurer. Although Clinks does not have a full time Human Resources manager, we benefit from the services of a highly experienced HR consultant who, in addition to advising the CEO, attends the Finance and HR Committee meetings to offer support and expertise to Trustees.

The organisation is a charitable company limited by guarantee, incorporated on 12th May 1998 and registered as a charity on March 5th, 1999.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 8 to the accounts. A scheme of delegation from the Board of Trustees to the Chief Executive, and close co-operation with the Chair of Governors allows appropriate decision-making between formal meetings.

### Appointment of trustees

For the recruitment of Clinks' new chair, the Board appointed a time-limited working group to oversee the recruitment, supported by the Chief Executive Officer and staff team. The recruitment began with advertising via Clinks' and other networks in January. Potential candidates were then shortlisted and interviewed for the role.

Clinks identifies other potential new Trustees in a variety of different ways, including publicising vacancies through our e-bulletin, and mailings which go to members and a wider audience of stakeholders. Clinks carries out regular skills audits to identify what skills gaps there might be and is committed to improving the diversity of its board with a focus on ensuring we are able to avail ourselves of the skills and expertise offered by people with lived experience of the criminal justice system and those supporting BAME people, disproportionately represented in the CJS.

New Trustees may then be co-opted to help fill those gaps. Jessica Southgate was co-opted onto the Clinks board following the merger of the functions of Women's Breakout within Clinks last year.

### Trustee induction and training

New Trustees are given a copy of the Clinks Trustee Handbook, which includes a range of key documents, including the Articles, recent accounts, the business plan and minutes of previous meetings. The new Trustees meet with the Chief Executive Officer and key staff to discuss the role and priorities.

Depending on their existing experience and current role, trustees are encouraged to attend seminars and other training events provided by our Auditors and the Charity Finance Group. Presentations are made at Trustee meetings to provide insight into the work of the Clinks and our members.

### Related parties and relationships with other organisations

Clinks is part of the Making Every Adult Matter (MEAM) coalition with Homeless Link and Mind. It was formed to improve policy and services for people facing multiple needs. Together the charities represent over 1,300 frontline organisations and have an interest in the criminal justice, substance misuse, homelessness and mental health sectors.

The National Criminal Justice Arts Alliance (NCJAA) is a coalition of over 700 members: artists, arts and criminal justice sector organisations and individuals who work with prisoners, those on probation and ex-offenders in the community. The NCJAA is managed by Clinks.

We also worked with the Sports Alliance to review the current provision of sport in justice. Clinks is a member of the VCSE Health and Wellbeing Alliance, a national partnership between the voluntary sector and the Department of Health, NHS England and Public Health England. The HW Alliance aims to bring the VCSE sector's voice and expertise into national policy making and make it easier for the voluntary and statutory sectors to work together to improve health and care systems, address health inequalities, and help people, families and communities to achieve and maintain wellbeing. Through this programme, Clinks works in partnership with our member Nacro to raise awareness of the health needs of people in the criminal justice system, and the vital role the voluntary sector can play in addressing them.

Clinks is a member of the Grants for Good campaign, coalition of charities which believes in the huge value of government grant-making to the voluntary sector and aims to protect it. Grants for Good is a coalition of Charity Finance Group, Children England, Directory of Social Change, Lloyds Bank Foundation for England and Wales and NAVCA.

### Remuneration policy for key management personnel

Clinks aims to have a reward strategy which attracts, rewards and retains staff. The salaries and benefits Clinks offers to staff, including to the senior management team and chief executive are intended to be:

- Internally as equitable as possible, as transparent as possible and understood by staff
- Market relevant but not market driven
- Cost effective and affordable

Clinks aims to pay a starting salary at the Median for relevant comparators, subject to affordability.

#### *Starting Salary and Increments*

Posts should be advertised at the base rate,

One step up for length of service, after 1 year and passed probation and continuing satisfactory performance

Second step up after five years length of service for increased value to Clinks based on experience. Clinks' salaries track the NJC salary scale and Clinks will aim to implement their cost of living award annually (subject to affordability).

The Finance and HR committee oversee the salary policy.

### 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 trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).



## Trustees' annual report

For the year ended 31 March 2018

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
- 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 2018 was eleven (2017: ten). 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 was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 27 September 2018 and signed on their behalf by

### Nicola Silverleaf

Trustee

# Independent auditors report

## To the members of Clinks

### Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2018 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

*In our opinion, the financial statements:*

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 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.

### Basis for opinion

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

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the

## Independent auditors report

For the year ended 31 March 2018

other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, including the strategic report, remove ref to strategic report if small company for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, remove ref to strategic report if small company has been prepared in accordance with applicable legal requirements

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic report.

We have nothing to report in respect of the following matters in relation to which 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; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

### Responsibilities of trustees

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

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

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### Use of our report

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 auditor's 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.

### Jonathan Orchard (Senior statutory auditor)

27 September 2018

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

## Statement of financial activities

	Note	2018			2017		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
<b>Income from:</b>							
Charitable activities							
Support, representation and promotion	2	257,318	940,660	<b>1,197,978</b>	231,667	902,982	1,134,649
Other trading activities	3	71,666	11,715	<b>83,381</b>	52,000	17,800	69,800
Interest	4	1,738	-	<b>1,738</b>	3,868	-	3,868
<b>Total income</b>		<b>330,722</b>	<b>952,375</b>	<b>1,283,097</b>	<b>287,535</b>	<b>920,782</b>	<b>1,208,317</b>
<b>Expenditure on:</b>							
Charitable activities							
Support, representation and promotion	5	208,326	1,021,814	<b>1,230,140</b>	392,445	1,003,065	1,395,510
<b>Total expenditure</b>		<b>208,326</b>	<b>1,021,814</b>	<b>1,230,140</b>	<b>392,445</b>	<b>1,003,065</b>	<b>1,395,510</b>
<b>Net (expenditure) / income for the year</b>	7	<b>122,396</b>	<b>(69,439)</b>	<b>52,957</b>	<b>(104,910)</b>	<b>(82,283)</b>	<b>(187,193)</b>
Transfers between funds		-	-	-	(44,753)	44,753	-
<b>Net movement in funds</b>		<b>122,396</b>	<b>(69,439)</b>	<b>52,957</b>	<b>(149,663)</b>	<b>(37,530)</b>	<b>(187,193)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		515,673	134,302	<b>649,975</b>	665,336	171,832	837,168
<b>Total funds carried forward</b>		<b>638,069</b>	<b>64,863</b>	<b>702,932</b>	<b>515,673</b>	<b>134,302</b>	<b>649,975</b>

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 17 to the financial statements.

## Trustees' annual report

For the year ended 31 March 2018

# Balance sheet

As at 31 March 2018 / Company no: 03562176

	Note	2018		2017	
		£	£	£	£
<b>Fixed assets:</b>					
Tangible assets	12		8,616		6,368
<b>Current assets:</b>					
Debtors	13	27,407		34,525	
Short term deposit		704,140		703,109	
Cash at bank and in hand		218,008		154,751	
		949,555		892,385	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	14	255,239		248,778	
<b>Net current assets</b>			694,316		643,607
<b>Total net assets</b>			702,932		649,975
<b>The funds of the charity:</b>					
Restricted income funds	17		64,863		134,302
Unrestricted income funds:					
General funds		561,389		515,673	
Designated funds		76,680		-	
Total unrestricted funds			638,069		515,673
<b>Total charity funds</b>			702,932		649,975

Approved by the management committee on 27 September 2018 and signed on its behalf by

Nicola Silverleaf  
Trustee

## Trustees' annual report

For the year ended 31 March 2018

# Statement of cash flows

	Note	2018		2017	
		£	£	£	£
<b>Cash flows from operating activities</b>					
<b>Net cash provided by / (used in) operating activities</b>	18		72,101		(238,898)
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments			1,738		3,866
Purchase of fixed assets			(9,551)		(1,404)
<b>Net cash provided by / (used in) investing activities</b>			(7,813)		2,462
<b>Change in cash and cash equivalents in the year</b>			64,288		(236,436)
<b>Cash and cash equivalents at the beginning of the year</b>			857,860		1,094,296
<b>Cash and cash equivalents at the end of the year</b>	19		922,148		857,860

# Notes to the financial statements

## 1 / Accounting policies

### a. Statutory information

Clinks is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is Tavis House, 1 - 6 Tavistock Square, London, WC1H 9NA

### b. Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

### c. Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

### d. Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

### e. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

### f. Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

### g. Fund accounting

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.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

#### **h. Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services and other activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### **i. Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned based on the estimated staff time attributable to each activity.

- Projects 93%
- Support costs 6%
- Governance costs 1%

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.

#### **j. Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

#### **k. Tangible fixed assets**

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.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

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

#### **l. Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### m. Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

### n. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### o. Pensions

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.

## 2 / Income from charitable activities

			2018	2017
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Grants	257,318	940,660	<b>1,197,978</b>	1,134,649
Total income from charitable activities	257,318	940,660	<b>1,197,978</b>	1,134,649
<b>Restricted grants consist of:</b>				
The Tudor Trust	-	-	-	50,000
Monument Trust	-	50,000	<b>50,000</b>	100,000
Sports Alliance	-	80,000	<b>80,000</b>	-
Barrow Cadbury Trust	-	68,500	<b>68,500</b>	-
NOMS Infrastructure Grant	-	500,000	<b>500,000</b>	500,000
Womens Breakout	-	22,278	<b>22,278</b>	-
NOMS Shared Services - Farmer	-	-	-	19,774
Calouste Gulbenkia	-	6,000	<b>6,000</b>	6,000
The Good Prison Monument Trust	-	-	-	67,000
1st ACCESS	-	4,700	<b>4,700</b>	-
NOMS - HMP Ranby	-	23,333	<b>23,333</b>	46,667
Making Every Adult Matter (MEAM)	-	55,862	<b>55,862</b>	32,208
JIVE European Project	-	-	-	16,333
NACRO - Health Work	-	79,987	<b>79,987</b>	65,000
Porticus	-	50,000	<b>50,000</b>	-
<b>Sub-total</b>	-	940,660	<b>940,660</b>	902,982

### 3 / Income from other trading activities

	Unrestricted £	Restricted £	2018	2017
			Total £	Total £
Membership fees	42,587	-	<b>42,587</b>	28,034
Associate membership fees	2,470	-	<b>2,470</b>	3,450
Consultancy Fees Earned	150	2,777	<b>2,927</b>	-
Paid listings	3,230	-	<b>3,230</b>	-
Consultants directory listings	1,490	-	<b>1,490</b>	-
Conference fees	15,724	8,369	<b>24,093</b>	11,822
Training packs	-	-	-	60
Other income	6,015	569	<b>6,584</b>	26,434
	71,666	11,715	<b>83,381</b>	69,800

### 4 / Income from investments

	Unrestricted £	Restricted £	2018	2017
			Total £	Total £
Interest receivable	1,738	-	<b>1,738</b>	3,868
	1,738	-	<b>1,738</b>	3,868

## 5 / Analysis of expenditure

	Direct cost of activities	Grant funding of activities	Support costs	2018 Total	2017 Total
	£	£	£	£	£
MOJ Infrastructure	467,970	-	32,030	<b>500,000</b>	423,371
Other support, representation and promotion activities	164,403	-	43,924	<b>208,327</b>	392,445
NOMS Valuing Volunteering	-	-	-	-	15,314
Health Work	61,807	15,000	4,000	<b>80,807</b>	67,022
Arts Alliance	82,882	-	4,689	<b>87,571</b>	95,022
The Good Prison (Lemos and Crane)	32,732	-	2,314	<b>35,046</b>	106,036
Just Mentoring	-	-	-	-	1,111
Sports Alliance	12,000	68,000	-	<b>80,000</b>	-
MEAM - Local Development	-	-	-	-	-
London Shared Evidence	-	-	-	-	19,721
Womens Breakout	14,630	-	-	<b>14,630</b>	-
Oak PbR (Oak Foundation)	-	-	-	-	23,290
Policy Engagement - BC	49,000	-	-	<b>49,000</b>	-
Families	-	-	-	-	33,440
MEAM - Policy	20,278	6,000	33	<b>26,311</b>	30,582
Pilgrim Trust (Women Offenders)	-	-	-	-	2,690
Building capacity in the South West	29,015	-	1,404	<b>30,419</b>	25,573
Transition to Adulthood project	-	-	-	-	317
Wales Project	-	-	-	-	43,189
NE Local Development	44,907	-	1,785	<b>46,692</b>	39,884
NW Local Development	36,516	-	1,801	<b>38,317</b>	17,751
HMP Ranby	29,501	-	-	<b>29,501</b>	40,499
Farmer Review	3,519	-	-	<b>3,519</b>	18,255
	<b>1,049,160</b>	<b>89,000</b>	<b>91,980</b>	<b>1,230,140</b>	<b>1,395,510</b>
Grants and partnership payments made (note 6)	-	89,000	-	<b>89,000</b>	108,493
Salaries	797,737	-	-	<b>797,737</b>	822,296
Travel and subsistence for staff	57,475	-	-	<b>57,475</b>	76,089
Recruitment costs	1,947	-	-	<b>1,947</b>	6,724
Fees for freelance workers	86,465	-	-	<b>86,465</b>	142,798
Rent	-	-	22,586	<b>22,586</b>	28,818
Insurance	-	-	2,671	<b>2,671</b>	2,190
Stationery, printing and photocopy	-	-	9,594	<b>9,594</b>	11,940
Telephone and internet charges	-	-	15,423	<b>15,423</b>	12,878
Postage	-	-	2,573	<b>2,573</b>	4,584
Computer software and maintenance	-	-	17,896	<b>17,896</b>	18,765
Sundry expenses	-	-	-	-	120
Subscriptions	2,263	-	-	<b>2,263</b>	2,674
Newsletter and publications	26,714	-	1,968	<b>28,682</b>	43,699
Training for staff and volunteers	9,908	-	-	<b>9,908</b>	8,076
Training for beneficiaries	-	-	-	-	990
Depreciation	-	-	7,303	<b>7,303</b>	5,991
Conference costs	31,556	-	1,947	<b>33,503</b>	32,778
Database development	6,919	-	-	<b>6,919</b>	5,650
Professional fees	11,937	-	-	<b>11,937</b>	19,117
Rates, light and heat	-	-	2,008	<b>2,008</b>	2,568
Bank charges and interest	-	-	451	<b>451</b>	44
Meeting costs	-	-	7,493	<b>7,493</b>	8,696
Website development	15,821	-	-	<b>15,821</b>	22,131
Partners staff fees	-	-	-	-	7,000
Digital media - licences	418	-	-	<b>418</b>	379
Health & safety	-	-	67	<b>67</b>	21
	<b>1,049,160</b>	<b>89,000</b>	<b>91,980</b>	<b>1,230,140</b>	<b>1,395,510</b>

## 6 / Grant making

	Grants to institutions	2018	2017
	£	£	£
NCVO	-	-	-
2nd Chance	68,000	68,000	-
Volunteer Centre Dorset	-	-	<b>20,000</b>
EDP Drug & Alcohol Services	-	-	<b>35,000</b>
Peninsula Initiative	-	-	<b>6,667</b>
Unlock NACRO	15,000	15,000	<b>8,400</b>
Homeless Link	6,000	6,000	<b>6,000</b>
Bassetlaw CVS	-	-	<b>32,426</b>
<b>At the end of the year</b>	89,000	89,000	<b>108,493</b>

Most grants are made on a one-off basis to help Clinks coordinate a pilot project in prisons for good engagement with the voluntary sector.

Homeless Link grant is awarded through Calouste Gulbenkian Foundation to support MEAM for the cost of an Independent Chair.

Bassetlaw CVS grant was awarded through Ministry of Justice for Clinks work in reforming the HMP Ranby Prison for better outcomes.

## 7 / Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2018	2017
	£	£
Depreciation	7,303	<b>5,991</b>
Operating lease rentals:		
Property	12,461	<b>11,628</b>
Auditors' remuneration (excluding VAT):		
Audit	8,000	<b>5,436</b>
Other services -		<b>2,053</b>

## 8 / Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	<b>2018</b>	2017
	<b>£</b>	£
Salaries and wages	<b>667,435</b>	700,281
Social security costs	<b>67,602</b>	59,917
Pension contributions and other employee benefits	<b>57,700</b>	62,098
	<b>792,737</b>	822,296

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	<b>2018</b>	2017
	<b>No.</b>	No.
£70,000 - £79,999	<b>2</b>	1
£80,000 - £89,999	<b>1</b>	-

The total employee benefits including pension contributions of the key management personnel were £230,603 (2017: £91,144).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2017: Enil). No charity trustee received payment for professional or other services supplied to the charity (2017: Enil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £3,534 (2016: £1,536) incurred by 8 (2017: 4) members relating to attendance at meetings of the trustees.

## 9 / Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	<b>2018</b>	2017
	<b>No.</b>	No.
Projects	<b>13.0</b>	13.0
Support	<b>9.0</b>	10.0
Governance	<b>2.0</b>	1.0
	<b>24.0</b>	24.0

## 10 / Related party transactions

There are no related party transactions to disclose for 2018 (2017: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

## 11 / Taxation

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

## 12 / Tangible fixed assets

	Computer equipment £	<b>Total £</b>
<b>Cost or valuation</b>		
At the start of the year	51,154	<b>51,154</b>
Additions in year	9,551	-
At the end of the year	60,705	<b>60,705</b>
<b>Depreciation</b>		
At the start of the year	44,786	<b>44,786</b>
Charge for the year	7,303	<b>7,303</b>
At the end of the year	52,089	<b>52,089</b>
<b>Net book value at the end of the year</b>		
At the start of the year	8,616	<b>8,616</b>
At the end of the year	6,368	<b>6,368</b>

All of the above assets are used for charitable purposes.

## 13 / Debtors

	<b>2018 £</b>	2017 £
Trade debtors	<b>17,817</b>	19,961
Other debtors	<b>4,884</b>	4,255
Prepayments	<b>4,706</b>	6,976
Accrued income	-	3,333
	<b>27,407</b>	34,525

## 14 / Creditors: amounts falling due within one year

	<b>2018 £</b>	2017 £
Trade creditors	<b>14,760</b>	12,592
Taxation and social security	<b>25,786</b>	22,417
Other creditors	<b>49,736</b>	51,016
Accruals	<b>39,921</b>	52,217
Deferred income	<b>125,036</b>	110,536
	<b>255,239</b>	248,778

## 15 / Deferred income

Deferred income comprises membership and grant income received during the year for use in 2017/18.

	<b>2018</b>	2017
	<b>£</b>	£
Balance at the beginning of the year	<b>110,536</b>	61,840
Amount released to income in the year	<b>(110,536)</b>	(61,840)
Amount deferred in the year	<b>125,036</b>	110,536
<b>Balance at the end of the year</b>	<b>125,036</b>	110,536

## 16a / Analysis of net assets between funds (current year)

	General unrestricted	Restricted	<b>Total funds</b>
	£	£	£
Tangible fixed assets	8,223	393	<b>8,616</b>
Net current assets	629,846	64,470	<b>694,316</b>
<b>Net assets at the end of the year</b>	638,069	64,863	<b>702,932</b>

## 16b / Analysis of net assets between funds (prior year)

	General unrestricted	Restricted	<b>Total funds</b>
	£	£	£
Tangible fixed assets	4,989	1,379	<b>6,368</b>
Net current assets	510,682	132,921	<b>643,603</b>
<b>Net assets at the end of the year</b>	515,671	134,300	<b>649,971</b>

## 17a / Movements in funds (current year)

	At the start of the year	Incoming & gains	Expenditure & losses	Transfers	At the end of the year
	£	£	£	£	£
<b>Restricted funds:</b>					
Arts Alliance	49,429	58,456	(87,572)	-	<b>20,313</b>
Farmer Review	3,519	-	(3,519)	-	-
Building capacity in the South West	9,291	21,128	(30,419)	-	-
Womens Breakout	-	41,779	(14,630)	-	<b>27,149</b>
N.W Local Development	17,064	21,253	(38,317)	-	-
Health Work	9,578	81,995	(80,807)	-	<b>10,766</b>
MEAM - Policy	-	30,373	(26,311)	-	<b>4,062</b>
HMP Ranby	6,168	23,333	(29,501)	-	-
NE Local Development	1,634	45,058	(46,692)	-	-
Infrastructure Fund	-	500,000	(500,000)	-	-
The Good Prison (Lemos and Crane)	37,619	-	(35,046)	-	<b>2,573</b>
Policy Engagement	-	49,000	(49,000)	-	-
Sports Alliance	-	80,000	(80,000)	-	-
<b>Total restricted funds</b>	<b>134,302</b>	<b>952,375</b>	<b>(1,021,814)</b>	-	<b>64,863</b>
<b>Unrestricted funds:</b>					
Paul Hamlyn	-	66,667	(66,667)	-	-
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	-
Monument Trust (Z Sainsbury Family Trusts)	-	100,000	(100,000)	-	-
General funds	515,673	99,055	23,341	(76,680)	<b>561,389</b>
<b>Total Unrestricted funds</b>	<b>515,673</b>	<b>330,722</b>	<b>(208,326)</b>	<b>(76,680)</b>	<b>561,389</b>
<b>Designated Funds:</b>					
Web development and policy impact	-	-	-	76,680	<b>76,680</b>
<b>Total unrestricted funds</b>	<b>515,673</b>	<b>330,722</b>	<b>(208,326)</b>	-	<b>638,069</b>
<b>Total funds</b>	<b>649,975</b>	<b>1,283,097</b>	<b>(1,230,140)</b>	-	<b>702,932</b>

## 17b / Movements in funds (prior year)

	At the start of the year £	Incoming & gains £	Expenditure & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Arts Alliance	40,450	104,000	(95,022)	-	<b>49,428</b>
CFJ Innovation	-	21,774	(18,255)	-	<b>3,519</b>
Building capacity in the South West	2,038	32,826	(25,573)	-	<b>9,291</b>
Transition to Adulthood (T2A) Project	316	-	(316)	-	-
JIVE Project	(25,927)	16,333	-	9,594	-
Home Office	-	12,500	(17,751)	22,315	<b>17,064</b>
Health Work	-	76,600	(67,022)	-	<b>9,578</b>
MEAM - Local Development	-	-	-	-	-
MEAM - Policy	-	30,582	(30,582)	-	-
London Development Project	-	46,667	(40,499)	-	<b>6,168</b>
NE Local Development	16,174	12,500	(39,884)	12,844	<b>1,634</b>
Women Offenders	2,690	-	(2,690)	-	-
Infrastructure Fund	-	500,000	(423,371)	(76,629)	-
Families	-	-	(33,440)	33,440	-
Wales Project	-	-	(43,189)	43,189	-
The Good Prison (Lemos and Crane)	76,655	67,000	(106,036)	-	<b>37,619</b>
London Shared Evidence	19,721	-	(19,721)	-	-
Oak PbR (Oak Foundation)	23,290	-	(23,290)	-	-
NOMS Valuing Volunteering	15,314	-	(15,314)	-	-
Just Mentoring	1,111	-	(1,111)	-	-
<b>Total restricted funds</b>	<b>171,832</b>	<b>920,782</b>	<b>(1,003,065)</b>	<b>44,753</b>	<b>134,302</b>
<b>Unrestricted funds:</b>					
Paul Hamlyn	-	66,667	(66,667)	-	-
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	-
Monument Trust (Z Sainsbury Family Trusts)	-	100,000	(100,000)	-	-
<b>Total Unrestricted funds</b>	<b>-</b>	<b>231,667</b>	<b>(231,667)</b>	<b>-</b>	<b>-</b>
<b>General funds</b>	665,336	55,869	(160,778)	(44,753)	<b>515,673</b>
<b>Total unrestricted funds</b>	665,336	287,536	(392,445)	(44,753)	<b>515,673</b>
<b>Total funds</b>	<b>837,168</b>	<b>1,208,318</b>	<b>(1,395,511)</b>	<b>-</b>	<b>649,975</b>

## Purposes of restricted funds

### 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.

### Farmer Review

The review was to investigate how supporting men in prison in England and Wales to engage with their families, can reduce reoffending and assist in addressing the intergenerational transmission of crime.

### 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.

### Women's Breakout

On the dissolution of Women's Breakout, the balance of assets was transferred to Clinks. Clinks has committed to continue its work on women in the criminal justice system, and to seek funding to grow support for the women's sector.

### 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.

### HMP Ranby

This project is to work with HMP Ranby to enable greater involvement of voluntary and community sector organisations and to support better outcomes for prisoners and their families.

### Sports Alliance

To carry out a review to highlight the role of sport and rehabilitation and resettlement in prison and community settings.

### 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 focusses on the changing Criminal Justice System (CJS) landscape, as this affects the VCSE sector in the North East.

### Policy Engagement

To support Clinks' senior level policy and political engagement work.

### 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.

### The Good Prison - 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.

## Purpose of designated funds

### Web development and policy impact

It was agreed by the trustees that we would designate £76,680 of our unrestricted reserves mainly towards the development of the Clinks website, something that had been highlighted in the last Clinks impact assessment. The funding will be used to pay for an external agency to develop the website and for a 6 month staff member or consultant to work on the website. There is also some funding for consultancy for policy impact work.

## 18 / Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2018 £	2017 £
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>52,957</b>	(187,193)
Depreciation charges	<b>7,303</b>	5,991
Dividends, interest and rent from investments	<b>(1,738)</b>	(3,868)
(Increase)/decrease in debtors	<b>7,118</b>	(17,682)
Increase/(decrease) in creditors	<b>6,461</b>	(36,146)
<b>Net cash provided by / (used in) operating activities</b>	<b>72,101</b>	(238,898)

## 19 / Analysis of cash and cash equivalents

	At 1 April		At 31 March
	2017	Cash flows	2018
	£	£	£
Cash at bank and in hand	154,751	63,257	<b>218,008</b>
Notice deposits (less than three months)	703,109	1,031	<b>704,140</b>
<b>Total cash and cash equivalents</b>	<b>857,860</b>	<b>64,288</b>	<b>922,148</b>

## 20 / Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property 2018 £	Property 2017 £
Less than one year	<b>11,507</b>	11,507
One to five years	<b>27,809</b>	46,028
Over five years	-	-
	<b>39,316</b>	57,535

## 21/ Contingent assets or liabilities

£50,000 was set aside in previous years for an historic HMRC liability which has now been settled: the remaining balance of £7,410 (within other creditors) will be cleared during 2018/9.

## 22 / Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.