

Company number: 03562176

Charity number: 1074546

Clinks

Report and Financial Statements

31 March 2014

sayer vincent

auditors and advisors

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Reference and administrative details

For the year ended 31 March 2014

Company number 03562176

Charity number 1074546

Registered office and operational address 59 Carter Lane
London
EC4V 5AQ

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 DBE	Chair
Robert Fulton	Treasurer
Clive Martin	Company Secretary and Director
Lucy Gampell OBE	
Julian Corner	
Norma Hoyte	
Steve Rawlins	
Timothy Robertson	
Fergus McNeill	
Rachael Byrne	Appointed 7 th May 2014

Bankers	CAF Bank Ltd	HSBC
	PO Box 289	13 Parliament Street
	West Malling	York
	Kent	North Yorkshire
	ME19 4TA	Y01 8XS

Solicitors Ware & Kay
Sentinel House
Peasholme Green
York
Y010 5DQ

Auditors Sayer Vincent LLP
Chartered Accountants and Registered Auditors
8 Angel Gate
City Road
London
EC1V 2SJ

Clinks

Report of the management committee

For the year ended 31 March 2014

The management committee present their report and the audited financial statements for the year ended 31 March 2014.

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 2005).

Structure, governance & management

Clinks is a company limited by guarantee and a registered charity governed by its Articles of Association dated 28 January 2010. This has replaced their Memorandum and Articles of Association dated 12 May 1998 and the Special Resolutions dated 10 December 1998, 26 March 2001 and 25 November 2002.

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 7 of the accounts.

Trustees Training

New trustees will be provided with an induction pack giving an overview of Clinks and how it operates and also information on the role and responsibilities of a trustee.

Trustees and organisational structure

Clinks is a membership organisation and the Articles of Association specify that the management committee shall be made up of not less than eight members comprising up to eight elected members and up to four members co-opted by the management committee. One third of the elected trustees retire at each annual general meeting and trustees co-opted during the year also retire but are eligible for re-election. Trustees can also be elected at the annual general meeting if recommended by the trustees or if appropriate notice of the proposal to appoint is given. The members of the management committee are the trustees of the charity and also the directors of the company. In addition the management committee are required to co-opt a further member to act as Chair for a maximum period of six years.

Organisation

The management committee which meets regularly administers the charity. The day to day operations of the charity are managed by the director.

Risk management

The trustees have assessed the major risks to which the charity is exposed. Where significant risks have been identified systems have been or will be established to mitigate those risks.

Clinks

Report of the management committee

For the year ended 31 March 2014

Objectives and activities

The aim of the charity is to promote the rehabilitation of offenders by supporting voluntary and community organisations working with or for offenders and their families.

Clinks is a membership organisation that seeks to assist in the rehabilitation of offenders by improving the links between the voluntary and community sector.

Its members are voluntary and community organisations that support our aims. Friends come from a range of individuals, statutory and private organisations who support our work.

We have:

1. Vigorously promoted the role of the voluntary sector in campaigning and service delivery activities that affect offenders and their families.
2. Advocated on behalf of the sector ensuring that the strengths and resources of the Voluntary and Community Sector are recognised by Government and policy makers at all levels.
3. Encouraged the dissemination of information that will enable the sector to stay informed and responsive to the development of the National Offender Management Service.
4. Shared good practice and promoted collaboration across a wide range of other infrastructure and service delivery agencies.

GRANT MAKING POLICY

Clinks will act as an intermediary grant-maker where it fits with our objectives.

ACHIEVEMENTS AND PERFORMANCE

Clinks Members and Associates lie at the centre of all our work, shaping our priorities and informing our voice to represent the Sector. A force for change in the Criminal Justice System, our membership has continued to grow. From small neighbourhood groups to large national charities, our Members exemplify the strength and diversity of our Sector.

Early in 2013, Clinks undertook an impact assessment to hear from members and other stakeholders about our work. The overall picture from the impact assessment was overwhelmingly positive, showing Clinks is held in high regard, well respected and trusted by our stakeholders. 93% of those who responded to the online surveys or who were interviewed felt that Clinks enables the Sector to have a stronger voice, 85% felt that Clinks had helped them to develop their personal networks and contacts in the Sector and 90% said that Clinks helps them to keep abreast of issues affecting them.

It showed that Clinks is playing a vital role in helping to strengthen VCSE organisations in the Criminal Justice System by enabling them to work more effectively and become more sustainable. In particular, Clinks enables organisations in the Sector to keep up-to-date with issues and respond to opportunities as well as to network with other organisations.

Clinks is also contributing to a more dynamic Sector by enabling it to have a stronger voice, develop and shape its thinking and become more unified. The importance of Clinks' role in representing the views and experiences of VCSE organisations and advocating for the Sector emerged particularly strongly.

Clinks

Report of the management committee

For the year ended 31 March 2014

Commissioning has been at the heart of Criminal Justice Reform for the past 2 years. This has been rapidly shifting ground which has led to Transforming Rehabilitation which could have a significant impact on VCSE organisations working in the Criminal Justice System. Throughout this time Clinks has been at the forefront in influencing the design of these new processes. We published a Competition, Commissioning and the VCS paper on behalf of the Ministry of Justice 3rd Sector Advisory Group and this has formed a key document around discussing what good commissioning models would look like for the VCS. All of these can be viewed on our website at www.clinks.org

Clinks' continued role is to support and advocate for the sector with a focus on smaller, local organisations where our impact is greatest. Clinks membership has reached a record 602, including an increasing number of smaller organisations whose core or historical focus is not necessarily offenders and criminal justice.

Our work has had to adapt to rapid and wide scale changes in criminal justice policy, and the creation of new structures that govern the sector. This include the reforms of the Probation Service in Transforming Rehabilitation, the associated changes to the prison system, the introduction of Payment by Results, the election of Police and Crime Commissioners, and changes to the way health services are commissioned. In some instances we have had to respond with new services or approaches, which has been a challenge and an opportunity to change the way in which Clinks supports the voluntary sector.

Clinks maintains and develops comprehensive connections and regular meetings with the Ministry of Justice. We use these opportunities to increase understanding of the important role of the sector and how they can better support its work, in particular small and specialist organisations such as those with a focus on the arts; BAME communities; and women.

In particular, over the last year, we have had ongoing discussions regarding the progress of the Ministry of Justice's Transforming Rehabilitation (TR) Programme. The Ministry of Justice and National Offender Management Service (NOMS) have expressed their desire to see the voluntary sector play a full role in the new arrangements. An important role for Clinks will be to monitor what the needs of the sector might be as TR and its wider implications in prisons roll out and as the market providers becomes more influential.

We have continued to produce briefings and response documents for the sector to ensure they stay up to date with the latest relevant policy and legislative developments in the Criminal Justice System and indicate potential implications for the Voluntary and Community Sector.

The trustees are confident that they comply with the guidance of the Charity Commissioners with regard to public benefit in that Clinks continues to support activities that will result in stronger and safer communities.

Financial Review

Notwithstanding the difficult economic climate Clinks is well-placed to meet future challenges, with a margin of security for the following year.

The statement of financial activities shows there has been a decrease of about 32% in restricted funds but an increase of 20% in unrestricted funds for the year, which is an acceptable result. The challenges of operating in an unstable funding environment and uncertainty of level and timing of grants impact on rational planning, but reflect recognition of a need to invest in the infrastructure of the organisation.

Clinks

Report of the management committee

For the year ended 31 March 2014

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 of the economic downturn on the sector working in criminal justice. Every six months since 2010, Clinks has surveyed Voluntary, Community and Social Enterprise (VCSE) Sector organisations working within the Criminal Justice System. The findings of the most recent survey highlighted that the situation for many VCSE organisations, financial uncertainty; focused on delivering one project at a time; redundancies continuing across the Sector and a growing use of volunteers. We will continue to make organisations aware as possible about funding opportunities by advertising them every week in Light Lunch and informing the sector about contracts with Government departments.

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.

Reserves Policy

The free reserves at 31 March 2014 are £653,296 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 3% of gross salaries.

Resources Expended

A higher level of expenditure on services and training in 2013/14 was made possible through available grants. The greatest expenditure is on staff costs and freelance workers costs, crucial because it is through advice and training that we deliver services.

It is not always possible to obtain the full costs via restricted grants to run services so any shortfall is made up with unrestricted funding.

Support costs which cannot be directly linked to a particular output but which are necessary to support the activities, such as rent, insurance, depreciation, equipment maintenance are apportioned based on a formula of staff time.

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. We will continue to provide the core information service and aim to communicate in the most user friendly and accessible way possible, identify new issues and opportunities and work with the sector to find ways to address the issues and realize the opportunities.

This year there has been a further increase in our membership and will continue to promote and develop the membership in the forthcoming year.

Clinks

Report of the management committee

For the year ended 31 March 2014

We are very aware that the implementation of Transforming Rehabilitation will have significant implications for the voluntary sector working in criminal justice, both for organisations inside and outside of the supply chain so will aim to keep organisations informed as possible of the changes taking place. The speed of recent policy and operational changes make their need for up-to-date information and support critical to the survival of their valuable and important services to offenders.

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;
- 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; and
- 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; and
- 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 2014 was 9 (2013 - 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.

Clinks

Report of the management committee

For the year ended 31 March 2014

Auditors

Sayer Vincent LLP were appointed as the charitable company's auditors during the year.

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 6 November 2014 and signed on their behalf by

Robert Fulton

Trustee

Independent auditor's report

To the members of

Clinks

We have audited the financial statements of Clinks for the year ended 31 March 2014 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 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. 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. 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 2014 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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.

Independent auditor's report

To the members of

Clinks

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; 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 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)

Date

for and on behalf of Sayer Vincent LLP, Statutory Auditors
Sayer Vincent LLP, 8 Angel Gate, City Road, LONDON EC1V 2SJ

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Clinks

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

For the year ended 31 March 2014

	Note	Restricted £	Unrestricted £	2014 Total £	2013 Total £
Incoming resources					
<i>Incoming resources from generated funds</i>	2				
Voluntary income		-	272,580	272,580	255,000
Activities for generating funds		-	19,900	19,900	18,308
Investment income		-	14,554	14,554	12,625
		-	307,034	307,034	285,933
<i>Incoming resources from charitable activities</i>	3	<u>1,308,760</u>	<u>19,262</u>	<u>1,328,022</u>	<u>1,634,623</u>
Total incoming resources		<u>1,308,760</u>	<u>326,296</u>	<u>1,635,056</u>	<u>1,920,556</u>
Resources expended					
<i>Charitable activities</i>	4	1,375,929	180,067	1,555,996	1,862,744
<i>Governance costs</i>	6	<u>-</u>	<u>6,843</u>	<u>6,843</u>	<u>13,241</u>
Total resources expended		<u>1,375,929</u>	<u>186,910</u>	<u>1,562,839</u>	<u>1,875,985</u>
Net (outgoing)/incoming resources before transfers	7	(67,169)	139,386	72,217	44,571
Gross transfers between funds		<u>(3,181)</u>	<u>3,181</u>	<u>-</u>	<u>-</u>
Net movement in funds		(70,350)	142,567	72,217	44,571
Reconciliation of funds					
Total funds brought forward		<u>219,684</u>	<u>561,509</u>	<u>781,193</u>	<u>736,622</u>
Total funds carried forward		<u><u>149,334</u></u>	<u><u>704,076</u></u>	<u><u>853,410</u></u>	<u><u>781,193</u></u>

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.

Clinks

Balance sheet

Company no. 03562176

As at 31 March 2014

	Note	£	2014 £	2013 £
Fixed assets				
Tangible fixed assets	10		<u>9,406</u>	<u>11,655</u>
Current assets				
Debtors	11	100,379		90,768
Short term deposit		110,335		100,000
Cash at bank and in hand		<u>933,521</u>		<u>705,491</u>
		1,144,235		896,259
Liabilities				
Creditors: amounts falling due within one year	12	<u>300,231</u>		<u>126,721</u>
Net current assets			<u>844,004</u>	<u>769,538</u>
Net assets	13		<u>853,410</u>	<u>781,193</u>
The funds of the charity	14,15			
Restricted funds			149,334	219,684
Unrestricted funds			662,702	514,825
Designated funds			<u>41,374</u>	<u>46,684</u>
Total charity funds			<u>853,410</u>	<u>781,193</u>

Approved by the management committee on 6 November 2014 and signed on its behalf by

Robert Fulton
Trustee

Clinks

Notes to the financial statements

For the year ended 31 March 2014

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.

In previous years, income and expenditure has been grossed up for a management charge. A prior year adjustment has been made to eliminate this management charge.

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 2014

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 £	2014 Total £	2013 Total £
Grants				
Paul Hamlyn	-	100,000	100,000	100,000
P Getty	-	80,000	80,000	80,000
Esmée Fairbairn Foundation	-	50,000	50,000	50,000
Monument Trust	-	-	-	25,000
Greater Manchester Probation Trust	-	34,500	34,500	-
Lankelly Chase	-	7,000	7,000	-
Making Every Adult Matter (MEAM)	-	1,080	1,080	-
Total	-	<u>272,580</u>	<u>272,580</u>	<u>255,000</u>
Activities for generating funds				
Membership fees	-	19,900	19,900	16,308
SERCO	-	-	-	2,000
Total	-	<u>19,900</u>	<u>19,900</u>	<u>18,308</u>
Investment Income				
Interest receivable	-	14,554	14,554	12,625

Clinks

Notes to the financial statements

For the year ended 31 March 2014

3. Incoming resources from charitable activities

	Restricted £	Unrestricted £	2014 Total £	2013 Total £
Grants (see below)	1,308,760	-	1,308,760	1,613,203
Friends fees	-	-	-	755
Conference fees	-	8,548	8,548	11,289
Training packs	-	4,876	4,876	8,655
Other income	-	4,462	4,462	631
Sale of publications	-	1,376	1,376	90
	<u>1,308,760</u>	<u>19,262</u>	<u>1,328,022</u>	<u>1,634,623</u>
Grants consists of:				
The Tudor Trust	66,500	-	66,500	67,000
Monument Trust	40,000	-	40,000	40,000
Home Office Safer Future Communities Project	-	-	-	550,000
Home Office IOM tools	-	-	-	92,000
Barrow Cadbury Trust	17,000	-	17,000	30,000
Ministry of Justice Infrastructure Grant	445,800	-	445,800	426,200
Ministry of Justice NAVCA Grant	40,000	-	40,000	40,000
Ministry of Justice Arts Alliance Grant	50,000	-	50,000	50,000
NOMS - BAME	50,000	-	50,000	50,000
NOMS Informal Mentoring	-	-	-	32,920
City Bridge Trust	12,250	-	12,250	36,750
Dulverton Trust	-	-	-	8,333
NOMS - Write to be Heard	100,000	-	100,000	30,000
3SC	-	-	-	40,000
NOMS Social Enterprise	30,000	-	30,000	120,000
NOMS Legal Support Project	196,536	-	196,536	-
Lankelly Chase	15,000	-	15,000	-
Making Every Adult Matter (MEAM)	8,000	-	8,000	-
Wales Probation Trust	26,743	-	26,743	-
NPC	69,524	-	69,524	-
Health Work	37,500	-	37,500	-
NE Local Development	23,157	-	23,157	-
Ministry of Justice Primes Database Grant	54,500	-	54,500	-
Trust For London	26,250	-	26,250	-
Total	<u>1,308,760</u>	<u>-</u>	<u>1,308,760</u>	<u>1,613,203</u>

Notes to the financial statements

For the year ended 31 March 2014

4. Costs of charitable activities

	Direct cost of activities £	Grant funding of activities £	Support costs £	2014 Total £	2013 Total £
Paul Hamlyn Foundation	100,000	-	-	100,000	114,063
Arts Alliance	81,012	-	4,671	85,683	86,702
Write to be Heard	106,798	-	2,756	109,554	-
Small and Innovative Project	-	-	236	236	7,042
SW Project	88,190	-	4,155	92,345	82,404
Transition to Adulthood project	23,304	5,000	992	29,296	14,665
NOMS Informal Mentoring	12,229	-	6	12,235	61,894
NOMS Service User Review	-	-	-	-	84
Home Office Safer Future Communities Project	8,736	-	-	8,736	508,216
NOMS Social Enterprise Programme	25,248	-	253	25,501	157,448
Health Work	35,600	-	1,900	37,500	-
London Development Officer Fund	11,189	16,000	735	27,924	27,284
London Development Project	837	1,000	1,773	3,610	-
NE Local Development	5,653	-	292	5,945	-
NOMS Legal Support	65,747	112,560	9,394	187,701	-
Prime Database Development	44,763	-	1,777	46,540	-
MOJ Infrastructure	375,870	4,000	7,874	387,744	368,332
MOJ NAVCA project	33,542	5,997	461	40,000	40,000
Research Capacity	59,068	-	2,040	61,108	-
3SC pBR	2,175	-	-	2,175	37,825
Core activities	149,237	-	75,811	225,048	248,284
Dulverton Trust	-	-	-	-	9,965
IOM & Social	-	-	-	-	80,000
NOMS - BAME	53,285	13,500	330	67,115	18,531
	<u>1,282,483</u>	<u>158,057</u>	<u>115,456</u>	<u>1,555,996</u>	<u>1,862,739</u>
Grants and partnership payments made (note 5)	-	158,057	-	158,057	419,547
Salaries	790,510	-	-	790,510	709,357
Travel and subsistence for staff	99,254	-	-	99,254	117,391
Recruitment costs	2,655	-	-	2,655	5,383
Fees for freelance workers	193,800	-	-	193,800	381,723
Rent	-	-	35,009	35,009	33,709
Insurance	-	-	2,043	2,043	1,660
Repairs and renewals	-	-	209	209	68
Stationery, printing and photocopy	-	-	23,551	23,551	38,372
Telephone and internet charges	-	-	14,647	14,647	17,333
Postage	-	-	6,900	6,900	7,511
Computer software and maintenance	-	-	14,083	14,083	7,162
Sundry expenses	-	-	44	44	3,118
Subscriptions	1,374	-	-	1,374	899
Newsletter and publications	51,421	-	-	51,421	29,860
Training for staff and volunteers	8,206	-	-	8,206	7,285
Training for beneficiaries	-	-	-	-	1,007
Depreciation	-	-	6,550	6,550	6,799
Conference costs	60,660	-	-	60,660	37,332
Database development	72	-	-	72	126
Professional fees	-	-	-	-	839
Network development	8,736	-	-	8,736	-
Rates, light and heat	-	-	4,690	4,690	3,862
Bank charges and interest	-	-	4	4	210
Meeting costs	-	-	7,726	7,726	3,963
Website development	40,289	-	-	40,289	28,223
Bad debt write off	25,506	-	-	25,506	-
	<u>1,282,483</u>	<u>158,057</u>	<u>115,456</u>	<u>1,555,996</u>	<u>1,862,739</u>

Notes to the financial statements

For the year ended 31 March 2014

5. Grants and partnership payments made

	2014 Total £
GAVCA	1,500
Voluntary Action Lewisham	3,000
Wales Council for Voluntary Action	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	<u>2,500</u>
	<u><u>158,057</u></u>

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Notes to the financial statements

For the year ended 31 March 2014

	2014	2013
	£	£
6. Governance costs		
Auditors' remuneration:		
▪ audit	5,913	5,150
▪ other services	-	3,651
Management committee meeting expenses	181	305
Annual general meeting expenses	<u>749</u>	<u>4,135</u>
 Total Governance Costs	 <u><u>6,843</u></u>	 <u><u>13,241</u></u>

7. Net incoming resources for the year

This is stated after charging:

	2014	2013
	£	£
Depreciation	6,550	6,799
Operating lease rentals:		
▪ property	26,002	24,980
Management Committees' reimbursed expenses	135	1,111

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 £135 (2013: £1,111) for directly incurred travel and subsistence expenses.

8. Staff costs and numbers

Staff costs were as follows:

	2014	2013
	£	£
Salaries and wages	676,345	606,566
Social security costs	69,750	61,812
Pension contributions	<u>44,415</u>	<u>40,979</u>
 Total emoluments paid to staff were:	 <u><u>790,510</u></u>	 <u><u>709,357</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 £8,351 were paid in respect of this employee (2013: £7,570)

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

	2014	2013
	No.	No.
Projects	12.2	12.1
Support	5.4	5.2
Governance	<u>1.0</u>	<u>0.5</u>
	<u><u>18.6</u></u>	<u><u>17.8</u></u>

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Notes to the financial statements

For the year ended 31 March 2014

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	27,194	27,194
Additions in year	<u>4,301</u>	<u>4,301</u>
At the end of the year	<u>31,495</u>	<u>31,495</u>
Depreciation		
At the start of the year	15,539	15,539
Charge for the year	<u>6,550</u>	<u>6,550</u>
At the end of the year	<u>22,089</u>	<u>22,089</u>
Net book value		
At the end of the year	<u>9,406</u>	<u>9,406</u>
At the start of the year	<u>11,655</u>	<u>11,655</u>

11. Debtors

	2014 £	2013 £
Trade debtors	73,235	25,136
Other debtors	7,293	24,412
Prepayments and accrued income	<u>19,851</u>	<u>41,220</u>
	<u>100,379</u>	<u>90,768</u>

12. Creditors: amounts falling due within one year

	2014 £	2013 £
Trade creditors	226,458	64,274
PAYE and social security	33,770	27,306
Accruals	4,003	35,141
Deferred income	<u>36,000</u>	<u>-</u>
	<u>300,231</u>	<u>126,721</u>

Clinks

Notes to the financial statements

For the year ended 31 March 2014

13. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	4,403	-	5,003	9,406
Net current assets	<u>144,931</u>	<u>41,374</u>	<u>657,699</u>	844,004
Net assets at the end of the year	<u>149,334</u>	<u>41,374</u>	<u>662,702</u>	<u>853,410</u>

14. Restricted funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Arts Alliance	15,699	90,000	(99,184)	-	6,515
Write to be Heard	19,603	100,000	(119,603)	-	-
Small and Innovative project	152	-	(152)	-	-
Building capacity in the South West	80,609	116,243	(106,824)	-	90,028
Transition to Adulthood (T2A) Project	14,246	17,000	(30,297)	-	949
NOMS Informal Mentoring	12,235	-	(12,235)	-	-
NOMS Service User Review	169	-	(84)	-	85
Home Office	20,640	-	(8,736)	-	11,904
NOMS Soc Enterprise	-	30,000	(30,000)	-	-
Health Work	-	37,500	(37,500)	-	-
London Development Officer Fund	20,110	12,250	(32,360)	-	-
London Development Project	-	26,250	(3,610)	-	22,640
NE Local Development	-	23,157	(5,944)	-	17,213
NOMS Legal Support	-	196,536	(196,536)	-	-
Prime Database Development	-	54,500	(54,500)	-	-
Infrastructure Fund	-	445,800	(445,800)	-	-
Infrastructure Fund - NAVCA	-	40,000	(40,000)	-	-
Research Capacity	-	69,524	(69,524)	-	-
3SC	2,175	-	(2,175)	-	-
NOMS - BAME	30,865	50,000	(80,865)	-	-
Small restricted funds	<u>3,181</u>	-	-	<u>(3,181)</u>	-
Total restricted funds	<u>219,684</u>	<u>1,308,760</u>	<u>(1,375,929)</u>	<u>(3,181)</u>	<u>149,334</u>

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.

Write to be Heard

Write to be Heard is a project of the Arts Alliance, featuring a writing competition across the prison estate in partnership with the Prison Radio Association (PRA). The aim is to encourage hard-to-reach offenders to engage with education and arts opportunities in prison.

14. Restricted funds (continued)

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.

Building Capacity in the South West

Clinks is working to sustain and further develop work within the South West to support collaborative VCS approaches and local multi-agency partnerships, as well as gathering evidence to identify the impact of national policy changes on local organisations. Clinks also offers time limited intensive interventions to VCSE and public sector partnerships.

Transition to Adulthood (T2A) Project

A fund to support the work of the T2A Alliance in promoting the needs of young adult offenders through a series of seminars which will support the policy proposals of the Manifesto and targeted dissemination activities with key stakeholders.

NOMS Informal Mentoring

Clinks is working in partnership with the National Offender Management Service to manage two locally based Informal Mentoring Projects. The first project is based in Nottingham and Derbyshire and led by Catch22, the second project is based in Merseyside and led by Sefton CVS.

NOMS Service User Review

This review aimed to ascertain the models of service user involvement currently in use across prisons and probation trusts in England & Wales. The research investigated the extent and nature of Service User Involvement in use.

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.

NOMS Social Enterprise Programme

NOMS has funded to Clinks to provide capacity building support to VCS working with offenders. Following research into the support needs of the Sector to strengthen its sustainability, Clinks is meeting the needs of the Sector through training, information and appropriate one to one consultancy support.

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.

The London Development Officer Fund

The London Development Officer Fund is a contribution from City Bridge Trust towards the salary and running costs of a London project to support voluntary and community groups working with offenders and their families, focusing on sustainable local partnerships in boroughs with high offending rates in London.

14. Restricted funds (continued)

London Development Project

The project works mainly with voluntary sector infrastructure organisations and statutory sector partners, enabling greater mutual understanding and opportunities to engage in work to support the sector's role in reducing offending and promoting community safety.

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.

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.

Prime Database Development

Clinks' Partnership Finder is a supply chain and consortia directory, designed to allow Voluntary, Community and Social Enterprise (VCSE) organisations working in criminal justice and rehabilitation to promote your services to commissioners and prime providers.

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. Included in the grant are funds to support a shared member of staff with NAVCA. Project balances relate to prepayments for services for the following years. Included under the infrastructure fund is a grant to support volunteers and members: the purpose is to undertake a strategic role in promoting and supporting the effective recruitment, management and support of diverse volunteers and mentors working with offenders to reduce re-offending.

Research Capacity

Clinks worked with New Philanthropy Capital (NPC) to support voluntary sector organisations to improve their capacity to identify, produce and use good quality evidence and evaluation.

3SC

Clinks worked in partnership with 3SC, Candour Collaborations and Common Capital to set out an action plan to develop the capacity of voluntary and community organisations (VCOs) to successfully participate in Transforming Rehabilitation.

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.

Small restricted funds

These are for one-off short projects under £20,000 that Clinks has been paid to do by various agencies.

Clinks

Notes to the financial statements

For the year ended 31 March 2014

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	46,684	-	(5,310)	-	41,374
General fund	<u>514,825</u>	<u>326,296</u>	<u>(181,600)</u>	<u>3,181</u>	<u>662,702</u>
Total unrestricted funds	<u><u>561,509</u></u>	<u><u>326,296</u></u>	<u><u>(186,910)</u></u>	<u><u>3,181</u></u>	<u><u>704,076</u></u>

Business development fund

This fund is to enable Clinks to employ a Strategic Development Manager to regularly review Clinks' strategic direction and support Clinks' continuous development by, identifying and developing suitable opportunities to ensure the sustainability of Clinks in a rapidly changing environment, raising the profile of Clinks in different contexts and across sectors and supporting the more effective co-ordination of different strands of work across

Fund Transfers

These relate to the reclassification of funds as unrestricted which had been previously incorrectly classified as restricted.

16. Operating lease commitments

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

	Property	
	2014	2013
	£	£
Less than 1 year	<u><u>2,196</u></u>	<u><u>2,126</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.