

Company number: 3562176  
Charity Number: 1074546

# Clinks

Report and financial statements  
For the year ended 31 March 2017

## Clinks

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### For the year ended 31 March 2017

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## Clinks

### Reference and administrative information

For the year ended 31 March 2017

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**Company number** 3562176

**Charity number** 1074546

**Registered office and operational address** Tavis House  
1-6 Tavistock Square  
London  
WC1H 9NA

**Country of registration** England & Wales

**Country of incorporation** United Kingdom

**Trustees** Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Anne Owers	Chair	
Robert Fulton	Treasurer	Resigned 2 November 2016
Nicola Silverleaf	Treasurer	Appointed 2 November 2016
Lucy Gampell OBE		Resigned 27 January 2016
Julian Corner		
Norma Hoyte		
Steve Rawlins		
Rachael Byrne		
Helen Attewell		
Dr Alison Frater		Appointed 27 January 2016
Liz Calderbank		Appointed 27 January 2016

**Key management personnel** Anne Fox Chief Executive

**Bankers** CAF Bank Limited  
25 Kingshill Avenue, West Malling, Kent ME19 4JQ

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

## Clinks

### Reference and administrative information

For the year ended 31 March 2017

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#### Auditor

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

## Clinks

### Trustees' annual report

#### For the year ended 31 March 2017

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The trustees present their report and the audited financial statements for the year ended 31 March 2017.

The reference and administrative information set out on page 1 & 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 and independent voluntary sector working with informed and engaged communities to enable the rehabilitation of offenders for the benefit of society.

#### Mission

Clinks supports, represents and campaigns for the voluntary sector working with offenders. Clinks aims to ensure the sector, and all those with whom they work, are informed and engaged in order to transform the lives of offenders.

#### Strategic objectives

- Promoting the work of the voluntary sector in the Criminal Justice System (CJS);
- Providing specialist support to organisations working with offenders and ex-offenders, with a particular focus on small voluntary sector organisations, to support provision of effective and innovative services;
- Representation within the CJS of the voluntary sector and those who use it;
- Identifying priority areas which the voluntary sector in the CJS faces, and working together to find and implement solutions; and
- Clinks being effective, efficient and professional in its work and operations.

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 2016/17. 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.

The trustees have referred to the Charity Commission's general guidance on public benefit under the Charities Act 2011 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 strategic objectives that have been set.

## Clinks

### Trustees' annual report

#### For the year ended 31 March 2017

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Clinks has a strategic plan for 5 years. This takes into consideration the environment we work in, analyses our strengths and weaknesses, highlights future opportunities and threats, explains how we will meet our strategic objectives, discusses our financial needs, and details future goals that the organisation is setting out to achieve. It provides the overall direction, but is an organic document that can change in accordance with emergent needs in our sector, new opportunities and any other significant shifts that impact on the organisational aims, objectives, governance or structure.

Our planning process is directed by our mission, vision, and strategic objectives. We regularly evaluate our activities and services to ensure we continue to meet all our objectives.

Our annual business plan is developed through a planning process and in accordance with our strategic plan. It presents Clinks' work in key areas of delivery. In each of these, it presents our aims, and key milestones and targets for the year. We use the business plan as a tool to provide the overview of our progress against our commitments.

Through our internal review process we assess the need to adapt or develop new activities and services in response to feedback from our members and other stakeholders, and to keep abreast of new Government policy, research evidence, and other intelligence about developments in the Criminal Justice System (CJS). Where we have resources, capacity and it is considered a priority issue, we will adapt the plan within the year. In other cases, we will address issues in our strategic plan, or make preparation (such as funding applications) in order to address them in the longer term.

The aim of this plan is to ensure that Clinks remains an effective and relevant organisation in supporting the needs of the voluntary sector working with offenders and their families.

The business plan is reviewed at regular intervals by the Senior Management Team to ensure we are on track with delivery and budgets and also its relevance and accuracy to the development of Clinks and to keep pace with the continuing turbulence and unpredictability of the external political, social, economic and technological environment. We report quarterly on progress to the trustees against the business plan targets and where significant changes are made, these will be consulted on with Clinks' trustees.

Clinks is committed to involving all its staff in the development of this business plan and has at all available opportunities involved staff from all levels of management and service delivery in its creation.

## Achievements and performance

An impact assessment of our work (2016) identified Clinks as a credible, authoritative and effective infrastructure organisation. The collaborative and constructive organisational culture that underpins Clinks' approach is highly valued and seen as fundamental to how it is positioned to meet some of the future challenges. Stakeholders in government, prison and probation see the role of Clinks as representing the views of the voluntary sector, co-ordinating engagement, and providing a dissemination route for information.

Government, other statutory agencies and key funders see Clinks as an honest and trustworthy source of information and members see Clinks as a route to policy makers and influencers. It is important that Clinks' comments on policy are evidence based and linked directly to the experiences of its members.

Clinks published its second 'trackTR' report on the experience of the voluntary sector since reforms to probation services created Community Rehabilitation Companies (CRCs) and the National Probation Service (NPS). The report entitled "Change and Challenge" provided a comprehensive analysis of the voluntary sector's experiences. It provides a benchmark on the level and quality of the sector's involvement.

Clinks is viewed by many as the interface between government and the voluntary sector. One way in which we fulfil this role is through the Reducing Reoffending Third Sector Advisory Group which brings sector representatives together with ministers and senior civil servants from the MoJ and HMPPS. This forum allows issues to be raised and discussed between the sectors, with more in depth work carried out through special interest sub groups.

Our stakeholders regard strategic thinking as being a crucial facet of an infrastructure organisation. By seeing the 'bigger picture' Clinks enables organisations to think ahead, plan and develop effectively and to engage in discussion about service delivery and sustainability. This work benefits smaller organisations in particular.

Clinks have worked closely with the Ministry of Justice and Her Majesty's Prison and Probation services (HMPPS – formerly NOMS) to ensure the sector is consulted and represented in their 'probation systems review'. We have worked with the Justice Select Committee, the Charities Select Committee and the National Audit Office to promote better involvement of the voluntary sector in the planning and delivery of rehabilitation services.

Lord Farmer, working in partnership with Clinks, was commissioned to chair an independent review to investigate how supporting men in prison in England and Wales to engage with their families can reduce reoffending and assist in addressing intergenerational crime.

Extensive work has been carried out to ensure the views of voluntary organisations are recognised in government policy. Last year we published 20 responses to government policy based on the views of the sector. We also published five briefings to advise the sector on new policies.

## Clinks

### Trustees' annual report

#### For the year ended 31 March 2017

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Clinks continues to recognise the valuable role and expertise of specialist organisations, such as those working with black, Asian and Minority Ethnic (BAME) communities, women, and young adults (18–25 year olds). We work with them to ensure their specific issues and concerns are recognised at a senior level, and in partnership with governments and other stakeholders seek solutions.

We have kept a focus on issues of race within the justice system. Clinks sits on the steering group and the independent advisory group of the Young Review, tackling the issues faced by young black and/or Muslim young adults in the justice system. Clinks organised consultation events to feed into Right Honourable David Lammy MP's Government review of disproportionality in the justice system.

Clinks worked in partnership with Homeless Link to collect evidence to allow us to make informed representation on the poor state of accommodation support for people leaving prison and those homeless in the community. We have worked closely with the Department for Communities and Local Government and the Ministry of Justice to call for a national accommodation strategy to provide better quality and quantity of support for people facing homelessness.

A key part of Clinks work is to produce briefings, policy papers and other publications. These publications have been described as high quality, timely and concise adding value and increasing confidence for members by linking policy to political context, and simplifying documents for easy access. The way in which Clinks interpret and analyse information, prepares responses to policy, signposts, provides opportunities for networking and briefs the sector is hugely welcomed and appreciated by our stakeholders.

## Beneficiaries of our services

Clinks had 520 members at the end of March 2017, 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.

Members receive discounts on our events and training, copies of all our reports, tools and guidance, and can join networks such as our women's and service user involvement networks.

Events and training opportunities continue to be popular with participants, helping them to improve their services and develop organisational sustainability.

While our direct beneficiaries are the voluntary sector organisations with which we work, ultimately the beneficiaries are those in contact with the criminal justice system and their families, who benefit from voluntary sector services, and the criminal justice system itself.



## Financial review

There continues to be a difficult operating environment for the voluntary sector in criminal justice which was again highlighted in Clinks' State of the Sector report. Fundraising also continues to be challenging; although support from the Ministry of Justice underpins operations, a series of grants supports Clinks' activities, contributing to operational costs and allowing specific projects to be carried out. The nature of these grants and their application is set out in Note 16 to these financial statements.

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 2016/17 there was a further planned reduction in Clinks' unrestricted reserves from £665,336 to £515,673. Trustees agreed to spend some of these reserves on an organisational restructure which will provide Clinks with an improved capacity to respond to a rapidly changing landscape, to strengthen our membership support, and to strengthen our organisational resilience.

There was also a decrease of just over 22% in restricted funds for the year from £171,832 to £134,302 which reflected the completion of some projects and the increased success in attracting funding which can be applied more generally to Clinks' activities.

## Principal risks and uncertainties

Clinks' trustees acknowledge their responsibility for identifying and managing the risks to which the charity is exposed. To this end a register is actively maintained which records and analyses the risks applicable to key strategic and operational areas.

Once identified, the likelihood of each risk coming to fruition and its potential impact is reviewed and assessed by Senior Management and the trustees, using a variety of techniques, including scoring. Where possible, risk is reduced by the imposition of internal controls or other appropriate action. External risks are assessed by scenario planning to ensure that contingency plans are in place to protect the funds and activities of the charity.

The principal risk, which continues 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. To mitigate the risk, in addition to demonstrating the value for money to government of the infrastructure grant, Clinks has sought to diversify its income streams and identify other sources of funding, through grants, contracts and increasing earned income.

In a time of wider uncertainty and change, the Ministry of Justice has had different Ministerial Teams in the last two years and may see a further change following the 2017 general election. This is time consuming for Clinks staff, who need to develop new relationships and monitor the

## Clinks

### Trustees' annual report

#### For the year ended 31 March 2017

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effect on the sector of changes in ministerial priorities. Brexit has also created much insecurity and it is still unclear how it will impact on the voluntary sector.

Clinks are concerned about sector sustainability given the limited opportunities which, despite early optimism, Transforming Rehabilitation provided, significantly impacting on our members. We continue to raise and seek to address the issues faced by voluntary organisations in criminal justice and aim to help them strengthen their financial resilience.

### Reserves policy and going concern

Clinks' reserves policy is to maintain reserves at a level which covers 6 months of expenditure. This level is 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 and other funding in the longer term poses a significant financial risk and our reserves policy supports management of this risk whilst alternative sources of funding or methods of service delivery are established.

The free reserves at 31 March 2017 are £515,673, which still exceeds the amount in the 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. Income and expenses are predictable. Contribution to members of staff defined contribution pension schemes is also predictable at a fixed percentage of gross salaries. Trustees are aware that reserves exceed the policy and are sufficient to cover risk.

### Plans for the future

During the financial year under review Clinks began to explore a merger of Women's Breakout into Clinks, completed in August 2017. We believe this will strengthen Clinks' networks and connections with the women's sector, as well as providing the sector with critical support and representation.

Clinks will provide support to Her Majesty's Prison and Probation Service (HMPPS) and the Ministry of Justice on the development and implementation of a women's strategy and to engage the BAME voluntary sector with the recommendations of the Lammy Review.

Clinks will work with HMPPS and the Ministry of Justice to take forward the recommendations from the Farmer review, which will include representation of the voluntary sector on the HMPPS families support group. We will also work with HMPPS on performance measures for Governors around their work with families.

Clinks have been collecting information about how voluntary organisations working in criminal justice are faring over the last five years. The results from our "State of the sector" surveys have helped us monitor the health of the sector in the face of significant change and challenge. This

## Clinks

### Trustees' annual report

#### For the year ended 31 March 2017

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information then helps us to plan and prioritise our work to meet the need and build on the successes identified.

This year's report will be carried out in partnership with NCVO (National Council for Voluntary Organisations) drawing on their almanac data. This will provide more robust data and a greater level of detail, particularly on organisations' financial situation.

Clinks will continue to provide a comprehensive range of communications to keep the sector and its stakeholders informed and up to date. We will continue to carry out environment scanning, and analysis and collation of information, sharing relevant findings to ensure the sector is informed and up to date with developments. Through carrying out this work, we allow our members to focus their time on frontline delivery, with the confidence that we will keep informed of developments and opportunities.

## 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. A Chair is elected by the Board of Trustees and cannot be one of the elected members of the Board.

New Trustees are recruited through a variety of methods, including advertisement. Clinks also has a dedicated Governance Support Officer to advise and support the Board and support the overall governance of Clinks.

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.

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 7 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

Clinks identifies potential new Trustees in a variety of 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. New Trustees may then be co-opted to help fill those gaps.

## 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.

## 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.

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.

## Remuneration policy for key management personnel

The Finance and Human Resources committee sets the salaries with reference to NJC pay scales. Salaries are banded relative to levels of responsibilities.

## 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).

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 2017 was nine (2015: 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.

Clinks

Trustees' annual report

For the year ended 31 March 2017

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## Auditor

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 28 September and signed on their behalf by

Nicola Silverleaf  
Trustee

## Independent auditor's report

To the members of

Clinks

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### Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2017 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 2017 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.

## Independent auditor's report

### To the members of

#### Clinks

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## 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 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, 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, 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.



## 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

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.

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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Independent auditor's report

To the members of

### Clinks

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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.

Jonathan Orchard (Senior statutory auditor)

4 October 2017

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

## Clinks

### Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2017

	Note	Unrestricted £	Restricted £	2017 Total £	Unrestricted £	Restricted £	2016 Total £
<b>Income from:</b>							
Charitable activities							
Support, representation and promotion	2	231,667	902,982	<b>1,134,649</b>	283,667	1,050,383	1,334,050
Other trading activities	3	52,000	17,800	<b>69,800</b>	39,307	1,000	40,307
Interest	4	3,868	-	<b>3,868</b>	4,507	-	4,507
<b>Total income</b>		<b>287,535</b>	<b>920,782</b>	<b>1,208,317</b>	<b>327,481</b>	<b>1,051,383</b>	<b>1,378,864</b>
<b>Expenditure on:</b>							
Charitable activities							
Support, representation and promotion	5	392,445	1,003,065	<b>1,395,510</b>	476,360	1,067,995	1,544,355
<b>Total expenditure</b>		<b>392,445</b>	<b>1,003,065</b>	<b>1,395,510</b>	<b>476,360</b>	<b>1,067,995</b>	<b>1,544,355</b>
<b>Net (expenditure) / income for the year</b>	7	<b>(104,910)</b>	<b>(82,283)</b>	<b>(187,193)</b>	<b>(148,879)</b>	<b>(16,612)</b>	<b>(165,491)</b>
Transfers between funds		(44,753)	44,753	-	3,168	(3,168)	-
<b>Net movement in funds</b>		<b>(149,663)</b>	<b>(37,530)</b>	<b>(187,193)</b>	<b>(145,711)</b>	<b>(19,780)</b>	<b>(165,491)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		665,336	171,832	<b>837,168</b>	811,047	191,612	1,002,659
<b>Total funds carried forward</b>		<b>515,673</b>	<b>134,302</b>	<b>649,975</b>	<b>665,336</b>	<b>171,832</b>	<b>837,168</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.

Clinks

Balance sheet

Company no. 03562176

As at 31 March 2017

	Note	£	2017 £	£	2016 £
<b>Fixed assets:</b>					
Tangible assets	12		6,368		10,957
<b>Current assets:</b>					
Debtors	13	34,525		16,839	
Short term deposit		703,109		698,099	
Cash at bank and in hand		154,751		396,197	
		<u>892,385</u>		<u>1,111,135</u>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	14	248,778		284,924	
<b>Net current assets</b>			<u>643,607</u>		<u>826,211</u>
<b>Total net assets</b>			<u>649,975</u>		<u>837,168</u>
<b>The funds of the charity:</b>					
Restricted income funds	17		134,302		171,832
Unrestricted income funds:					
General funds		515,673		665,336	
Total unrestricted funds			<u>515,673</u>		<u>665,336</u>
<b>Total charity funds</b>			<u>649,975</u>		<u>837,168</u>

Approved by the management committee on 28 September 2017 and signed on its behalf by

Nicola Silverleaf  
Trustee

## Clinks

### Statement of cash flows

For the year ended 31 March 2017

	Note	2017 £	£	2016 £	£
<b>Cash flows from operating activities</b>					
<b>Net cash provided by / (used in) operating activities</b>	18	(238,898)		(57,343)	
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments		3,866		4,507	
Purchase of fixed assets		(1,404)		(3,012)	
		<u>          </u>		<u>          </u>	
<b>Net cash provided by / (used in) investing activities</b>		2,462		1,495	
<b>Change in cash and cash equivalents in the year</b>		(236,436)		(55,848)	
Cash and cash equivalents at the beginning of the year		1,094,296		1,150,144	
		<u>          </u>		<u>          </u>	
<b>Cash and cash equivalents at the end of the year</b>	19	<u>857,860</u>		<u>1,094,296</u>	

**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 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.

**1 Accounting policies (continued)****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
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**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**

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
Grants	231,667	902,982	<b>1,134,649</b>	1,334,050
Total income from charitable activities	<u>231,667</u>	<u>902,982</u>	<u><b>1,134,649</b></u>	<u>1,334,050</u>
<b>Restricted grants consist of:</b>				
The Tudor Trust	-	50,000	<b>50,000</b>	-
Monument Trust	-	100,000	<b>100,000</b>	50,000
Centre for Justice Innovation	-	-	-	15,960
Barrow Cadbury Trust	-	-	-	11,900
NOMS Infrastructure Grant	-	500,000	<b>500,000</b>	551,500
NOMS Valuing Volunteering	-	-	-	100,000
NOMS Shared Services – Farmer	-	19,774	<b>19,774</b>	35,752
Calouste Gulbenkia	-	6,000	<b>6,000</b>	-
The Good Prison Monument Trust	-	67,000	<b>67,000</b>	60,000
Oak Foundation	-	-	-	48,909
NOMS – HMP Ranby	-	46,667	<b>46,667</b>	-
Making Every Adult Matter (MEAM)	-	32,208	<b>32,208</b>	35,612
JIVE European Project	-	16,333	<b>16,333</b>	-
NACRO – Health Work	-	65,000	<b>65,000</b>	65,000
The Pilgrim Trust (Women Offenders)	-	-	-	20,000
Trust For London	-	-	-	55,750
Sub-total	<u>-</u>	<u>902,982</u>	<u><b>902,982</b></u>	<u>1,050,383</u>

**3 Income from other trading activities**

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
Membership fees	28,034	-	<b>28,034</b>	16,630
Associate membership fees	3,450	-	<b>3,450</b>	3,535
Conference fees	11,822	-	<b>11,822</b>	6,140
Training packs	60	-	<b>60</b>	850
Other income	8,634	17,800	<b>26,434</b>	13,152
	<u>52,000</u>	<u>17,800</u>	<u><b>69,800</b></u>	<u>40,307</u>

**4 Income from investments**

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
Interest receivable	3,868	-	<b>3,868</b>	4,507
	<u>3,868</u>	<u>-</u>	<u><b>3,868</b></u>	<u>4,507</u>



## 5 Analysis of expenditure

	Direct cost of activities £	Grant funding of activities £	Support costs £	2017 Total £	2016 Total £
MOJ Infrastructure	379,805	8,400	35,167	423,371	523,003
Other support, representation and promotion activities	358,545	-	33,900	392,445	519,258
NOMS Valuing Volunteering	7,333	-	7,981	15,314	71,643
Health Work	51,834	-	15,188	67,022	56,522
Arts Alliance	91,558	-	3,464	95,022	52,165
The Good Prison (Lemos and Crane)	41,149	61,667	3,221	106,036	40,301
Just Mentoring	1,111	-	-	1,111	34,641
JIVE Project	-	-	-	-	34,455
MEAM – Local Development	-	-	-	-	28,536
London Shared Evidence	18,602	-	1,120	19,721	27,279
London Development Project	-	-	-	-	23,656
Oak PbR (Oak Foundation)	23,290	-	-	23,290	23,290
CFJ Innovation	-	-	-	-	17,564
Families	30,440	-	3,000	33,440	16,839
MEAM – Policy	24,582	6,000	-	30,582	16,601
Pilgrim Trust (Women Offenders)	2,690	-	-	2,690	15,193
Building capacity in the South West	23,016	-	2,557	25,573	13,225
Transition to Adulthood project	-	-	317	317	12,216
Wales Project	41,593	-	1,596	43,189	11,658
NE Local Development	32,975	-	6,909	39,884	6,310
NW Local Development	16,333	-	1,419	17,751	-
HMP Ranby	8,044	32,426	29	40,499	-
Farmer Review	18,114	-	141	18,255	-
	<u>1,171,012</u>	<u>108,493</u>	<u>116,006</u>	<u>1,395,510</u>	<u>1,544,355</u>
Grants and partnership payments made (note 6)	-	108,493	-	108,493	55,000
Salaries	809,035	-	13,261	822,296	808,603
Travel and subsistence for staff	76,089	-	-	76,089	87,133
Recruitment costs	6,724	-	-	6,724	17,222
Fees for freelance workers	122,265	-	20,533	142,798	304,427
Rent	-	-	28,818	28,818	31,940
Insurance	-	-	2,190	2,190	2,890
Stationery, printing and photocopy	-	-	11,940	11,940	8,885
Telephone and internet charges	-	-	12,878	12,878	12,000
Postage	-	-	4,584	4,584	1,475
Computer software and maintenance	-	-	18,765	18,765	22,208
Sundry expenses	-	-	120	120	1,627
Subscriptions	-	-	2,674	2,674	2,696
Newsletter and publications	43,359	-	340	43,699	28,613
Training for staff and volunteers	-	-	8,076	8,076	9,621
Training for beneficiaries	-	-	990	990	2,530
Depreciation	-	-	5,991	5,991	8,063
Conference costs	23,484	-	9,294	32,778	38,667
Database development	5,650	-	-	5,650	4,608
Professional fees	-	-	19,117	19,117	9,769
Rates, light and heat	-	-	2,568	2,568	2,755
Bank charges and interest	-	-	44	44	99
Meeting costs	-	-	8,696	8,696	8,156
Website development	22,131	-	-	22,131	17,266
Partners staff fees	7,000	-	-	7,000	55,175
Digital media – licences	379	-	-	379	1,450
Health & safety	-	-	21	21	1,477
	<u>1,116,116</u>	<u>108,493</u>	<u>170,902</u>	<u>1,395,510</u>	<u>1,544,355</u>

Governance costs consist of audit fees of £7,489 (2016: £7,100).

**6 Grant making**

	Grants to institutions £	Grants to individuals £	Support costs £	2017 £	2016 £
NCVO	-	-	-	-	5,000
2nd Chance	-	-	-	-	50,000
Volunteer Centre Dorset	20,000	-	-	20,000	-
EDP Drug & Alcohol Services	35,000	-	-	35,000	-
Peninsula Initiative	6,667	-	-	6,667	-
Unlock NACRO	8,400	-	-	8,400	-
Homeless Link	6,000	-	-	6,000	-
Bassetlaw CVS	32,426	-	-	32,426	-
At the end of the year	108,493	-	-	108,493	55,000

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 is awarded through Ministry of Justice for Clinks work in reforming the HMP Ranby Prisons for better outcomes.

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

This is stated after charging / (crediting):

	2017 £	2016 £
Depreciation	5,991	8,063
Operating lease rentals:		
Property	11,628	11,507
Auditors' remuneration (excluding VAT):		
Audit	5,436	7,100
Other services	2,053	350

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

Staff costs were as follows:

	2017 £	2016 £
Salaries and wages	700,281	683,857
Social security costs	59,917	51,150
Pension contributions and other employee benefits	62,098	73,596
	<u>822,296</u>	<u>808,603</u>

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

	2017 No.	2016 No.
£70,000 – £79,999	<u>1</u>	<u>2</u>

The total employee benefits including pension contributions of the key management personnel were £91,144 (2016: £103,123).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2016: £nil). No charity trustee received payment for professional or other services supplied to the charity (2016: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £1,536 (2016: £569) incurred by 4 (2016: 2) 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:

	2017 No.	2016 No.
Projects	13.0	12.0
Support	10.0	7.0
Governance	1.0	2.0
	<u>24.0</u>	<u>21.0</u>

**10 Related party transactions**

There are no related party transactions to disclose for 2017 (2016: 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 £	Total £
<b>Cost or valuation</b>		
At the start of the year	49,752	49,752
Additions in year	1,402	1,402
	<hr/>	<hr/>
At the end of the year	51,154	51,154
	<hr/>	<hr/>
<b>Depreciation</b>		
At the start of the year	38,795	38,795
Charge for the year	5,991	5,991
	<hr/>	<hr/>
At the end of the year	44,786	44,786
	<hr/>	<hr/>
<b>Net book value</b>		
<b>At the end of the year</b>	6,368	6,368
	<hr/> <hr/>	<hr/> <hr/>
At the start of the year	10,957	10,957
	<hr/> <hr/>	<hr/> <hr/>

All of the above assets are used for charitable purposes.

## 13 Debtors

	2017 £	2016 £
Trade debtors	19,961	5,251
Other debtors	4,255	3,966
Prepayments	6,976	6,043
Accrued income	3,333	1,579
	<hr/>	<hr/>
	34,525	16,839
	<hr/> <hr/>	<hr/> <hr/>

## 14 Creditors: amounts falling due within one year

	2017 £	2016 £
Trade creditors	12,592	115,360
Taxation and social security	22,417	17,258
Other creditors	51,016	56,883
Accruals	52,217	33,583
Deferred income	110,536	61,840
	<hr/>	<hr/>
	248,778	284,924
	<hr/> <hr/>	<hr/> <hr/>

## 15 Deferred income

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

	2017 £	2016 £
Balance at the beginning of the year	61,840	100,000
Amount released to income in the year	(61,840)	(50,000)
Amount deferred in the year	110,536	11,840
	<hr/>	<hr/>
Balance at the end of the year	110,536	61,840
	<hr/> <hr/>	<hr/> <hr/>

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

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

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

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	8,248	2,709	10,957
Net current assets	657,088	169,123	826,211
<b>Net assets at the end of the year</b>	<b>665,336</b>	<b>171,832</b>	<b>837,168</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	40,450	104,000	(95,022)	-	49,428
Farmer Review	-	21,774	(18,255)	-	3,519
Building capacity in the South West	2,038	32,826	(25,573)	-	9,291
Transition to Adulthood (T2A) Project	316	-	(316)	-	-
JIVE Project	(25,927)	16,333	-	9,594	-
N.W Local Development	-	12,500	(17,751)	22,315	17,064
Health Work	-	76,600	(67,022)	-	9,578
MEAM – Local Development	-	-	-	-	-
MEAM – Policy	-	30,582	(30,582)	-	-
HMP Ranby	-	46,667	(40,499)	-	6,168
NE Local Development	16,174	12,500	(39,884)	12,844	1,634
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)	-	37,619
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>	<b>665,336</b>	<b>55,869</b>	<b>(160,778)</b>	<b>(44,753)</b>	<b>515,673</b>
<b>Total unrestricted funds</b>	<b>665,336</b>	<b>287,536</b>	<b>(392,445)</b>	<b>(44,753)</b>	<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>

## 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	49,115	51,000	(59,665)	-	40,450
CFJ Innovation	3,998	15,960	(19,958)	-	-
Building capacity in the South West	15,263	-	(13,225)	-	2,038
Transition to Adulthood (T2A) Project	632	11,900	(12,216)	-	316
JIVE Project	8,754	-	(34,681)	-	(25,927)
Home Office	3,168	-	-	(3,168)	-
Health Work	-	65,000	(65,000)	-	-
MEAM – Local Development	16,336	13,261	(29,597)	-	-
MEAM – Policy	-	22,351	(22,351)	-	-
London Development Project	14,906	8,750	(23,656)	-	-
NE Local Development	22,484	-	(6,310)	-	16,174
Women Offenders	-	20,000	(17,310)	-	2,690
Infrastructure Fund	-	523,003	(523,003)	-	-
Families	-	16,839	(16,839)	-	-
Wales Project	-	11,658	(11,658)	-	-
The Good Prison (Lemos and Crane)	56,956	60,000	(40,301)	-	76,655
London Shared Evidence	-	47,000	(27,279)	-	19,721
Oak PbR(Oak Foundation)	-	48,909	(25,619)	-	23,290
NOMS Valuing Volunteering	-	100,000	(84,686)	-	15,314
Just Mentoring	-	35,752	(34,641)	-	1,111
<b>Total restricted funds</b>	<b>191,612</b>	<b>1,051,383</b>	<b>(1,067,995)</b>	<b>(3,168)</b>	<b>171,832</b>
<b>Unrestricted funds:</b>					
Paul Hamlyn	-	66,667	(66,667)	-	-
J Paul Getty Jnr Charitable Trust	-	50,000	(50,000)	-	-
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	-
Monument Trust (Z Sainsbury Family Trusts)	-	50,000	(50,000)	-	-
Transform Justice	-	2,000	(2,000)	-	-
Tudor Trust	-	50,000	(50,000)	-	-
<b>Total Unrestricted funds</b>	<b>-</b>	<b>283,667</b>	<b>(283,667)</b>	<b>-</b>	<b>-</b>
<b>General funds</b>	<b>811,047</b>	<b>43,814</b>	<b>(192,693)</b>	<b>3,168</b>	<b>665,336</b>
<b>Total unrestricted funds</b>	<b>811,047</b>	<b>327,481</b>	<b>(476,360)</b>	<b>3,168</b>	<b>665,336</b>
<b>Total funds</b>	<b>1,002,659</b>	<b>1,378,864</b>	<b>(1,544,355)</b>	<b>-</b>	<b>837,168</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.

#### **CFJ Innovation**

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

#### **Building Capacity in the South West**

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

#### **Transition to Adulthood (T2A) Project**

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

#### **JIVE Project**

This project has established a network of non Government organisations [NGOs] working in the criminal justice sector in order to exchange ideas and share good practice. There are two main areas of work that the project focuses on: 1] the role and value of volunteers working with offenders, their families and victims and 2] working effectively in partnership with statutory and private organisations. The fund received was used to cover the negative balance brought forward from 2017/18 Financial Year

#### **Home Office**

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

#### **Health Work**

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

#### **MEAM – Local Development/MEAM – Policy**

Local Development – The MEAM approach was developed to provide a non-prescriptive framework for areas to develop a coordinated and flexible approach to supporting adults with multiple and complex needs. At present there is 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 Live's 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.

#### **London Development Project**

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



**Restricted funds (continued)**

**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.

**Women Offenders**

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

**Infrastructure Fund– Ministry of Justice**

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

**Families – Ministry of Justice**

Clinks is giving a collective voice to organisations that support the families of prisoners. Clinks aims to influence policy and practice development through strengthening the evidence base for investing in good quality family support, showcase good and innovative practice and improve the awareness and knowledge of organisations outside the Criminal Justice System of the needs of the families of prisoners.

**Wales Project – Ministry of Justice**

The project is working in partnership to support the voluntary sector in Wales. Our aim is to promote the role of the voluntary sector working in the Criminal Justice System (CJS). In Wales some elements of the CJS are devolved, so we work with partners to ensure our resources reflect the different landscape in Wales and other issues that impact on our members and their service users.

**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.

**London Shared Evidence**

Clinks is working with stakeholders in London to explore the development of a shared evidence approach to measuring impact.

**Oak PbR – Oak Foundation**

Funding Russell Webster to provide information to the voluntary sector on payment by results.

**NOMS Valuing Volunteering**

This project explored how we can increase the amount and scope of prison volunteering across England and Wales. It identified good practice that can be used more widely to maximise the impact of volunteering and minimise any barriers that limit its use. The Valuing volunteers publication is intended to inform individuals and organisations involved with, or interested in, enhancing volunteering in prison.

**Just Mentoring**

Just Mentoring connects local services with people who need support. The Just Mentoring directory provides key information about vital mentoring services for people who have committed offences.

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

	2017 £	2016 £
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>(187,193)</b>	<b>(165,491)</b>
Depreciation charges	5,991	8,063
Dividends, interest and rent from investments	(3,868)	(4,507)
(Increase)/decrease in debtors	(17,682)	(6,766)
Increase/(decrease) in creditors	(36,146)	111,358
<b>Net cash provided by / (used in) operating activities</b>	<b>(238,898)</b>	<b>(57,343)</b>

**19 Analysis of cash and cash equivalents**

	At 1 April 2016 £	Cash flows £	At 31 March 2017 £
Cash at bank and in hand	396,195	(241,444)	<b>154,751</b>
Notice deposits (less than three months)	698,099	5,010	<b>703,109</b>
<b>Total cash and cash equivalents</b>	<b>1,094,294</b>	<b>(236,434)</b>	<b>857,860</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 2017 £	Property 2016 £
Less than one year	11,507	11,507
One to five years	46,028	46,028
Over five years	-	-
	<b>57,535</b>	<b>57,535</b>

**21 Contingent assets or liabilities**

£50,000 has been accrued (within other creditors) for tax liabilities potentially due on staff benefits over the past 5 years. This issue is under discussion with HMRC.

**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.