



Financial review



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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.

Financial review

Clinks secured income of £1.6m and through sound financial planning, ended the year with a small deficit reducing Clinks reserves slightly to £462,010, of which £443,422 is free reserves. This provision remains in line with our revised reserves policy (which is detailed under Reserves and Going Concern). There is a carry-over of £18,588 in restricted income due predominantly to reduced face-to-face activity, events and travel as a result of COVID-19 restrictions.

The generous support of our funders has allowed us to continue with our commitment to support the sector through COVID-19 recovery which has been at a slower pace than the charity sector in general. With additional and unplanned resources secured from both current and new funders we were able to continue supporting voluntary organisations working with families in the CJS and, administer a small grants programme to support the development of the Criminal Justice Anti-Racism Action Plan for Wales.

We continued to try to ease some of the financial and logistical hardship that the voluntary sector working in the CJS has endured by again waiving all membership fees and events fees for a second year. We have continued to deliver our free events on a virtual platform to maximise cost and time efficiency for the CJS voluntary sector.

We acknowledge and are grateful for the vital support of our long-standing and new funders which has enabled us to successfully fulfil our strategic objectives and to implement our ambitious strategy which we intend to build on. This funding allows Clinks to create positive change for people in the criminal justice system by supporting a vibrant and resilient voluntary sector and working with our members to influence policy and practice across England and Wales.

Principal risks and uncertainties

A deliberate focus on governance and successful trustee recruitment drive has strengthened our underpinning and structure (see Appointment of Trustees). We have built on the success of our improved governance by further developing the work of the Finance and Human Resources Committee – headed by Simon Alsop, Treasurer – including appointing new members to the committee alongside existing members who have wide reaching skills and disciplines in charity business development. The committee has supported the board in the overall management and monitoring of finance and staffing matters in Clinks by providing an appropriate level of scrutiny of the finances, HR policies and practices of Clinks prior to making recommendations on these matters to the trustees for their decision.

Clinks' trustees acknowledge their responsibility for identifying and managing the risks to which the charity is exposed. Quarterly reviews of the risk register ensure that the trustees are well informed to arrive at a set of parameters and decisions for the amount of risk they consider to be acceptable. The trustees continue to review and question the reserves policy to establish and agree an appropriate level of reserves. With this information the trustees can make informed choices about the strategic proposals put forward by the executive.



The principal risk, which continues to cause uncertainty for Clinks, is its reliance on an infrastructure grant from the MoJ which has historically provided in excess of a third of our income as well as on charitable funders for much of the remaining income we need to operate.

We understand that the impact COVID-19 has had on investments and portfolios will be felt for a significant period while investments slowly recover and the demand for funding is greater than ever. Voluntary organisations working in the CJS currently struggle with the inability to cover core costs. Voluntary sector investment portfolios have suffered from the fall of the stock market and some charities have little or no financial reserves. Therefore, the need for a deliberately cautious approach to spending and preservation of Clinks' reserves is paramount to ensure financial stability in the approaching times of further austerity.

There are risks that our influencing activity and work alongside criminal justice agencies lose impact as policy priorities and emphasis change and we are required to adjust direction in order to provide a responsive and reactive programme of support to the sector. In our work as a critical friend to the government to influence key policy areas and service development, there is also risk that we are perceived as not providing sufficient challenge to the government as some in the sector may wish us to do.

In such a time of change there is a risk that Clinks' dedicated staff team and limited resources will be overburdened. In turn our work to respond to this change may create pressure on the time and resources of smaller specialist organisations.

Reserves policy and going concern

Trustees and the Finance and Human Resources Committee continue to assess Clinks' approach to risk and our need for reserves. To establish the appropriate level of reserves in March 2022 we considered how Clinks could continue to operate in the event of a critical loss of funding as we feel that this is where we are most at risk and most vulnerable. If this were to occur, we believe that our work is essential to the sector and that there is a longer-term need for Clinks' support. Our operating reserves would need to allow us to continue to operate, albeit potentially with a reduced offer and a reduced staffing team. On that basis, the trustees agreed on a deliberately prudent approach to risk, and this is the foundation on which specific scenarios have been fully costed to ensure Clinks has a margin of safety.

Clinks' business model means that income and expenditure can be forecast with reasonable accuracy. However, the trustees feel that an operating reserve needs to be introduced to provide a core service plus the cost of an orderly wind-down of operations under the most extreme scenario. This is to take account of the turbulence of voluntary sector funding, uncertainty of external factors, potential delays or cessation of previously relied-upon income streams, the potential impact of a slow recovery from COVID-19 for the criminal justice system and voluntary organisations working alongside it, and potential for the economic climate to impact negatively on investments and portfolios. Therefore, the reserves level Clinks needs to hold is based on the scenario in which Clinks was faced with a critical loss of funding, making the continuation of the current model untenable, but in which the board wished to continue to provide core services to the sector. An operating reserve was costed based on a transition period with a core team to allow Clinks to re-assess and plan an alternative direction and, therefore, alternative income streams. This core staff approach



would achieve maximum reach and value, until such times that financial security could be restored and a restructure and rebuild plan could be devised and executed.

Based on the recent trend of expenditure levels, the minimum amount required to execute the above is £427,555. Clinks free reserves at 31 March 2022 are £443,422.

Forecasting suggests that we would need a minimum of six months to allow Clinks the time to explore new strategies and income streams to rebuild. Should this approach be adopted, and reserves used, consideration must be given to replenish depleted funds used in the restructure. Caution and vigilance are paramount whilst operating at the lower levels of reserves, so that a decrease in funding or unplanned/increased expenditure (other than natural inflation or planned additional expenditure due to growth and expansion) can be weathered. Holding enough free reserves is essential should climate, attitude or policy alter substantially enough and force a position of financial hardship. Therefore a slight uplift of 5% is included within these costings to give a smoothing effect to funding troughs.

Clinks will continue to monitor this position and a review will be undertaken in March 2023 to determine Clinks' appropriate level of reserves in relation to functionality.

Statement on fundraising practices

Clinks holds fundraising targets for charitable trusts and statutory sources. We do not fundraise from the general public. We do occasionally ask for donations from our members by email but never through telephone or face-to-face appeals. We sometimes use professional fundraisers to provide additional capacity for writing funding applications. Clinks keeps abreast of applicable fundraising regulation and compliance codes. We have never received a complaint about our fundraising activities.

We note that fundraising during a time of post pandemic recovery has been especially difficult to navigate and without wanting to secure funds which divert money away from small and specialist organisations, we have managed to remain stable. We are seeking to engage with current and past funders to connect and discuss opportunities for the year ahead. We are looking to secure multi-year funding towards core costs and we are seeking funds for the benefit of our thematic networks from trusts and foundations.

Structure, governance and management

Clinks is governed by a Board of Trustees, which consists of at least eight members elected by members of the charity and up to four other people who may be co-opted by the Board of Trustees. The Board of Trustees co-opts additional members to ensure a diverse board with the right mix of skills and experience. Clinks undertook self-assessment in line with the Charity Governance Code and committed to adopting the principles with review on an annual basis.

Clinks has a Finance and Human Resources committee which meets quarterly to discuss key finance and human resources (HR) issues and reports back to the Board of Trustees. It is chaired by the Treasurer. Clinks' business model now has expertise in-house for business functions such as Finance, HR and fundraising, overseen by the Chief Executive Officer (CEO) with expertise added by Clinks' Treasurer. For any arising complex HR issues we benefit from the services of a highly experienced HR consultant who, in addition to advising the CEO, occasionally attends the Finance and HR Committee meetings to offer support and expertise to trustees.



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

Appointment of trustees

Clinks benefits from an extremely experienced Chair in terms of both criminal justice expertise and experience of being a chair of the board. Roma Hooper (OBE) understands the role and contribution of the voluntary sector working with people in the CJS and their families and can also help Clinks to broaden our reach and connections across the wider statutory, private and voluntary sectors so we can better support and represent the sector's needs.

This year, as a number of longstanding trustees reached the end of their term and we sought to recruit new trustees, we took the opportunity to thoroughly examine the diversity of our board and which areas of skill, expertise and experience were underrepresented, in order to make our board even stronger. We know that excellence requires diversity of backgrounds, experiences and opinions, and that diverse teams outperform homogeneous teams. They bring a broader range of skills, experience and insights – making the board stronger, more diverse and better able to provide leadership and direction. Additionally, it aligns with our values of equality and inclusion and our work towards become an anti-racist organisation. During this recruitment we also developed a Board fellow programme, the aim of this programme is to encourage more young people to join Boards. This is a non-voting role and will run for 18 months.

Clinks strives to be accessible, safe and trusted and to model the future we'd all like to see.

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 of association, recent accounts, the business plan and minutes of previous meetings. The new trustees meet with the CEO and key staff to discuss the role and priorities. Depending on their existing experience and current role, trustees are encouraged to attend seminars and other training events provided by our Auditors and the Charity Finance Group. Presentations are made at trustee meetings to provide insight into the work of Clinks and our members.

Remuneration policy for key management personnel

Clinks aims to have a reward strategy which attracts, rewards and retains staff. Clinks aims to pay a starting salary at the median for relevant comparators, subject to affordability. The salaries and benefits Clinks offers to its staff, including to the senior management team and CEO are intended to be:

- As equitable as possible
- Transparent and understood by staff
- Market relevant but not market driven
- Cost effective and affordable.

Starting salary and increments

Posts are advertised at the base rate, with one increment awarded after one year's service and after five years' service. Clinks' salaries are informed by the NJC salary scale and Clinks will aim to implement their cost of living award annually (subject to affordability). The Finance and HR committee oversee the salary policy.



Statement of responsibilities of the trustees

The trustees (who are also directors of Clinks for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). 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 2022 was five (in 2021 it was eight). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity. Auditors Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

Auditors

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 1 November 2022 and signed on their behalf by:

Simon Alsop

Treasurer



Independent auditor's report

Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2022 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Clinks's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained



within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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



they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the board of trustees, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.



- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities
This description forms part of our auditor's report.

Use of our report

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

Jonathan Orchard (Senior statutory auditor)

1 November 2022

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



Financial statements

Statement of financial activities

(incorporating an income and expenditure account)

for the year ended 31 March 2022

	Note	2022			2021		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income from:							
Charitable activities							
Support, representation and promotion	2	434,205	1,171,891	1,606,096	464,424	1,681,290	2,145,714
Other trading activities	3	21,907	150	22,057	51,599	100	51,699
Interest	4	1,098	-	1,098	-	-	-
Total income		457,210	1,172,041	1,629,251	516,023	1,681,390	2,197,413
Expenditure on:							
Charitable activities							
Support, representation and promotion	5a	467,602	1,174,859	1,642,461	573,277	1,701,810	2,275,087
Total expenditure		467,602	1,174,859	1,642,461	573,277	1,701,810	2,275,087
Net (expenditure) / income for the year	7	(10,392)	(2,818)	(13,210)	(57,254)	(20,420)	(77,674)
Transfers between funds		-	-	-	1,033	(1,033)	-
Net movement in funds		(10,392)	(2,818)	(13,210)	(56,221)	(21,453)	(77,674)
Reconciliation of funds:							
Total funds brought forward		453,813	21,406	475,219	510,034	42,859	552,893
Total funds carried forward		443,422	18,588	462,010	453,813	21,406	475,219

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.

Balance sheet

as at 31 March 2022

	Note	2022		2021	
		£	£	£	£
Fixed assets:					
Tangible assets	12		17,157		18,394
Current assets:					
Debtors	13	37,630		39,521	
Short term deposit		298,002		297,903	
Cash at bank and in hand		287,969		343,371	
			623,601		680,795
Liabilities:					
Creditors: amounts falling due within one year	14	178,748		223,970	
Net current assets			444,854		456,825
Total net assets			462,010		475,219
The funds of the charity:					
Restricted income funds	18a		18,588		21,406
Unrestricted income funds:					
General funds		443,422		424,700	
Designated funds		-		29,113	
Total unrestricted funds			443,422		453,813
Total charity funds			462,010		475,219

Approved by the management committee on 1 November 2022 and signed on its behalf by:

Simon Alsop
Treasurer

Clinks is a registered charity no. 1074546 and a company limited by guarantee, registered in England and Wales no. 3562176.



Statement of cash flows

for the year ended 31 March 2022

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

	2022	2021
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(13,210)	(77,674)
Depreciation charges	1,616	9,612
Dividends and interest from investment	1,098	
(Increase)/decrease in debtors	1,891	228,179
Increase/(decrease) in creditors	(45,222)	(128,016)
Net cash provided by / (used in) operating activities	(53,827)	32,101

	2022	2021
Cash flows from operating activities		
Net cash provided by / (used in) operating activities	(53,827)	32,101
Cash flows from investing activities:		
Dividends, interest and rents from investments	(1,098)	-
Purchase of fixed assets	(378)	(18,804)
Net cash provided by / (used in) investing activities	(1,476)	(18,804)
Change in cash and cash equivalents in the year	(55,303)	13,297
Cash and cash equivalents at the beginning of the year	641,274	627,977
Cash and cash equivalents at the end of the year	19 585,971	641,274

Notes to the financial statements

for the year ended 31 March 2021

1. Accounting policies

a. Statutory information

Clinks is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 82a James Carter Road, Mildenhall, Bury St Edmunds, IP28 7DE.

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/March 2018) and the Companies Act 2006/Charities Act 2011.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

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. Clinks has taken a deliberately prudent approach in reserves planning to ensure smoothing over austere and uncertain times.

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

e. Income

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

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



f. Interest receivable

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

g. Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

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

h. Expenditure and irrecoverable VAT

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

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

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

i. Allocation of support costs

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

- Projects 92%
- Support costs 8%
- Governance costs

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:

- Computer 4 years

l. Debtors

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

m. Cash at bank and in hand

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

n. Creditors and provisions

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

o. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

p. Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity. Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

q. 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

	2022			2021		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Grants	434,205	1,171,891	1,606,096	464,424	1,681,290	2,145,714
Total income from charitable activities	434,205	1,171,891	1,606,096	464,424	1,681,290	2,145,714
Restricted grants consist of:						
Lloyds Bank Foundation for England and Wales	-	95,355	95,355	-	92,390	92,390
The Woolbeding Charity	-	50,000	50,000	-	50,000	50,000
Barrow Cadbury Trust	-	50,000	50,000	-	50,000	50,000
Her Majesty's Prison and Probation Service	-	550,000	550,000	-	1,210,000	1,210,000
City Bridge Trust	-	54,100	54,100	-	54,000	54,000
Criminal Justice Board for Wales	-	55,000	55,000	-	-	-
Arts Council England	-	66,196	66,196	-	66,196	66,196
Paul Hamlyn Foundation(Inspiring Futures Rothschild	-	110,000	110,000	-	-	-
Cambridge University	-	10,890	10,890	-	8,712	8,712
Making Every Adult Matter (MEAM)	-	11,850	11,850	-	23,492	23,492
VCSE Health and Wellbeing Alliance	-	93,500	93,500	-	80,000	80,000
Greater London Authority	-	25,000	25,000	-	25,000	25,000
Sub-total	-	1,171,891	1,171,891	-	1,681,290	1,681,290

3. Income from other trading activities

	2022			2021		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Membership fees	-	-	-	23,301	-	23,301
Associate membership fees	10,698	-	10,698	8,130	-	8,130
Consultancy Fees Earned	-	-	-	500	-	500
Paid listings	7,000	-	7,000	3,440	-	3,440
Conference fees	-	-	-	750	-	750
Sales of Publications	-	-	-	-	-	-
Donations	2,000	-	2,000	1,185	-	1,185
Other income	2,209	150	2,359	14,294	100	14,394
Sub-total	21,907	150	22,057	51,599	100	51,699

4. Income from investments

	2022			2021		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Interest receivable	1,098	-	1,098	-	-	-
Sub-total	1,098	-	1,098	-	-	-



5a. Analysis of expenditure

	Direct cost of activities	Grant funding of activities	Support costs	2022 Total	2021 Total
	£	£	£	£	£
Her Majesty's Prison and Probation Service	494,483	-	55,517	550,000	1,210,000
Other support, representation and promotion activities	338,933	-	55,358	394,291	455,588
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	55,210	33,782	4,508	93,500	92,245
Arts Alliance	113,271	-	1,395	114,666	175,951
Rothschild	-	-	-	-	5,976
Paul Hamlyn Foundation Inspiring Futures	20,423	89,577	-	110,000	0
Criminal Justice Board for Wales	4,600	50,400	-	55,000	-
City Bridge Trust	55,507	-	7,720	63,227	44,873
Lloyds Bank Foundation for England & Wales	88,703	-	8,082	96,785	88,350
Greater London Authority	26,479	-	3,352	29,831	16,761
Women's Network	-	-	-	-	10,691
MoJ Women's Capacity Building	-	-	-	-	34,553
Barrow Cadbury Trust	50,000	-	-	50,000	50,174
Making Every Adult Matter - Policy	11,850	-	-	11,850	22,246
NE local development	48,120	-	8,486	56,606	51,530
NW local development	16,705	-	-	16,705	16,149
	1,324,285	173,759	144,418	1,642,461	2,275,087

(Note 5a continued)

	Direct cost of activities	Grant funding of activities	Support costs	2022 Total	2021 Total
	£	£	£	£	£
Grants and partnership payments made (note 6)	-	173,759	-	173,759	709,159
Salaries	1,228,375	-	-	1,228,375	1,161,011
Travel and subsistence for staff	2,735	-	-	2,735	185
Recruitment costs	2,248	-	675	2,923	6,019
Fees for freelance workers	33,980	-	-	33,980	65,997
Rent	-	-	57,640	57,640	106,335
Insurance	-	-	1,260	1,260	1,353
Stationery, printing and photocopy	-	-	10,699	10,699	16,096
Telephone and internet charges	-	-	20,002	20,002	18,171
Postage	-	-	3,746	3,746	1,991
Computer software and maintenance	-	-	21,434	21,434	15,461
Subscriptions	-	-	1,387	1,387	1,949
Newsletter and publications	10,630	-	-	10,630	13,906
Training for staff and volunteers	-	-	3,424	3,424	16,315
Training for beneficiaries	2,180	-	-	2,180	13,400
Depreciation	-	-	1,616	1,616	9,612
Conference costs	7,060	-	-	7,060	9,123
Database development	-	-	-	-	-
Professional fees	18,602	-	-	18,602	74,304
Rates, light and heat	-	-	14,996	14,996	-
Bank charges and interest	-	-	123	123	69
Meeting costs	-	-	-	-	1,316
Management committee costs	-	-	85	85	-
Website development/maintenance	-	-	2,451	2,451	26,175
Partners staff fees	16,083	-	-	16,083	-
Digital media – licences	7,272	-	-	7,272	7,140
Health & safety	-	-	-	-	-
	1,329,164	173,759	139,538	1,642,461	2,275,087



5b. Analysis of expenditure (prior year)

	Direct cost of activities	Grant funding of activities	Support costs	2021 Total
	£	£	£	£
Her Majesty's Prison and Probation Service	509,764	645,760	54,476	1,210,000
Other support, representation and promotion activities	325,361	20,000	110,227	455,588
West Yorkshire PCC	-	-	-	-
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	57,458	34,499	288	92,245
Arts Alliance	163,109	8,900	3,942	175,951
Rothschild Foundation	5,976	-	-	5,976
Paul Hamlyn Foundation (Inspiring Futures)	-	-	-	-
The Good Prison (Lemos and Crane)	-	-	-	-
Ministry of Justice – 10 Prisons Project	-	-	-	-
City Bridge Trust	37,614	-	7,259	44,873
Lloyds Bank Foundation for England & Wales	81,483	-	6,867	88,350
Greater London Authority	14,057	-	2,704	16,761
Women's Network	10,691	-	-	10,691
HMPPS Women's Capacity Building	33,745	-	808	34,553
Barrow Cadbury Trust	50,174	-	-	50,174
Making Every Adult Matter – Policy	22,246	-	-	22,246
NE local development	42,815	-	8,715	51,530
NW local development	15,532	-	617	16,149
Farmer Review	-	-	-	-
	1,370,025	709,159	195,903	2,275,087

(Note 5b continued)

	Direct cost of activities	Grant funding of activities	Support costs	2021 Total
	£	£	£	£
Grants and partnership payments made (note 6)	-	709,159	-	709,159
Salaries	1,161,011	-	-	1,161,011
Travel and subsistence for staff	185	-	-	185
Recruitment costs	6,019	-	-	6,019
Fees for freelance workers	65,997	-	-	65,997
Rent	-	-	106,335	106,335
Insurance	-	-	1,353	1,353
Stationery, printing and photocopy	-	-	16,096	16,096
Telephone and internet charges	-	-	18,171	18,171
Postage	-	-	1,991	1,991
Computer software and maintenance	-	-	15,461	15,461
Subscriptions	-	-	1,949	1,949
Newsletter and publications	13,906	-	-	13,906
Training for staff and volunteers	16,315	-	-	16,315
Training for beneficiaries	13,400	-	-	13,400
Depreciation	-	-	9,612	9,612
Conference costs	9,123	-	-	9,123
Database development	-	-	-	-
Professional fees	74,304	-	-	74,304
Rates, light and heat	-	-	-	-
Bank charges and interest	-	-	69	69
Meeting costs	-	-	1,316	1,316
Website development	26,175	-	-	26,175
Partners staff fees	-	-	-	-
Digital media – licences	7,140	-	-	7,140
Health & safety	-	-	-	-
	1,393,575	709,159	172,353	2,275,087



6a. Grant making (current year)

	Grants to institutions	2022	2021
	£	£	£
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	33,782	33,782	34,499
Criminal Justice Board for Wales	50,400	50,400	-
Paul Hamlyn Foundation Inspiring Futures	89,577	89,577	-
Her Majesty's Prison and Probation Service Small Grants	-	-	463,500
Racially Minoritised Consultancy Grants	-	-	202,260
Arts Council England Bursary Scheme	-	-	8,900
At the end of the year	173,759	173,759	709,159

Most grants are made to solicit expertise from specialist organisations: As part of the Health and Wellbeing Alliance, expertise was sought from Revolving Doors a Lived Experience Advisory Group to set up a Lived Experience Steering Group for engagement that would benefit and guide health work and to establish any emerging needs in Health and Justice.

Hibiscus provided feedback of health and wellbeing needs of racially minoritised women in contact with the CJS – by exploring the health and wellbeing needs of racially minoritised women in contact with the criminal justice system, with specific focus on how this has developed as a result of the pandemic.

Working with the Criminal Justice in Wales Board to contribute towards the Race Equality Community Engagement Scheme by managing the coordination of the CJIW race equality grant allocation process. CJIW will invite third sector organisations across Wales to apply for a grant up to £5,000, with flexibility to consider application for up to £10,000 for consortium bids. The grants were provided to organisations to enable engagement with racially minoritised communities people from across Wales to feed into the boards anti-racism plan.

Inspiring futures is a research project developed by the University of Cambridge for the development of a research tool to measure the effectiveness of the arts in a criminal justice settings. With the support of the Paul Hamlyn Foundation, 7 Arts Partners were commissioned to develop courses, performances and forums to provide vital feedback to the University of Cambridge for them to observe whilst the research tool is in development.

6b. Grant making (prior year)

	2021
	£
VCSE Health and Wellbeing Alliance	34,499
Summer & Winter Covid-19 recovery Grants	463,500
Racially Minoritised Consultancy Grants	202,260
Arts Council England Bursary Scheme	8,900
At the end of the year	709,159

Clinks has been working in partnership with Nacro on the Health and Wellbeing Alliance since 2017. Nacro bring a unique perspective to the health work due to their experience of delivering key health in justice interventions, such as community-based substance misuse services, as well as working on intersecting issues such as housing and education. An additional £20,000 was secured by Clinks for additional partnership working with Recoop and Birth Companions.

Funded by the Ministry of Justice, Clinks support the mobilisation of VCSE capacity and smaller VCSE organisations to support people under probation supervision in the community and those prisoners (men, women and young people) being released from prison at this time including those released early to reduce pressures in the prison population. Additional funding was secured from the Paul Hamlyn foundation to support this work.

Funded by the Ministry of Justice to promote and develop stewardship of organisations led by, and focused on racially minoritised people to facilitate better engagement with the CJS. The purpose of the work is to build capacity within voluntary organisations led by and focused on racially minoritised people to prepare them to participate fully in new probation arrangements and other opportunities that may be provided by the co-commissioning of services by probation regional directors with PCCs and other statutory partners, to improve rehabilitation outcomes and divert young people from the criminal justice system.

NCJAA were supported by Tipp to deliver on the Art Council England bursary scheme.

7. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2022	2021
	£	£
Depreciation	1,616	9,612
Operating lease rentals:		
Property	42,358	67,000
Auditor's remuneration (excluding VAT):		
Other services	8,000	7,400



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

Staff costs were as follows:

	2022	2021
	£	£
Salaries and wages	1,069,349	1,012,188
Termination cost	-	-
Social security costs	104,165	97,703
Pension contributions and other employee benefits	54,861	51,123
	1,228,375	1,161,014

Regular reviews are undertaken to ensure that Clinks has the right blend of professional business focus, strategic direction and sector knowledge.

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

	2022	2021
	No.	No.
£80,000 - £89,999	1	1

The total employee benefits including pension contributions of the key management personnel were £283,211 (2021: £382,751). The SMT comprises of the CEO plus 3 key employees.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £85 (predominantly virtual engagement due to Covid 19) (2021: £Nil) incurred by nil (2021: Nil) 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:

	2022	2021
	No.	No.
Projects	16.0	16.0
Support	14.0	10.0
Governance	1.0	1.0
	31.0	27.0

10. Related party transactions

There are no related party transactions to disclose for 2022 (2021: 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 £
Cost or valuation		
At the start of the year	91,504	91,504
Additions in year	379	379
At the end of the year	91,883	91,883
Depreciation		
At the start of the year	73,111	73,111
Charge for the year	1,616	1,616
At the end of the year	74,727	74,727
Net book value at the end of the year		
At the start of the year	17,157	17,157
At the end of the year	18,394	18,394

All of the above assets are used for charitable purposes.

13. Debtors

	2022 £	2021 £
Trade debtors	15,459	26,499
Other debtors	12,427	2,248
Prepayments	9,744	10,774
	37,630	39,521

14. Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	98,489	6,006
Taxation and social security	42,156	38,088
Other creditors	(24,913)	(10,231)
Accruals	43,016	43,107
Deferred income	20,000	147,000
	178,748	223,970

15. Deferred income

Deferred income comprises membership and grant income received during the year for use in 2022/2023.

	2022 £	2021 £
Balance at the beginning of the year	147,000	156,251
Amount released to income in the year	(147,000)	(156,251)
Amount deferred in the year	20,000	147,000
Balance at the end of the year	20,000	147,000



17a. Analysis of net assets between funds (current year)

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	17,157	-	17,157
Net current assets	426,265	18,588	444,853
Net assets at the end of the year	443,422	18,588	462,010

17b. Analysis of net assets between funds (prior year)

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	18,394	-	18,394
Net current assets	435,419	21,406	456,825
Net assets at the end of the year	453,813	21,406	475,219

18a. Movements in funds (current year)

	at 1 April 2021	Income & gains	Expenditure & losses	Transfers	at 31 March 2022
	£	£	£	£	£
Restricted funds:					
Arts Alliance	-	237,236	(224,666)	-	12,570
Lloyds Bank Foundation for England & Wales	4,040	95,355	(96,784)	-	2,611
Criminal Justice Board for Wales	-	55,000	(55,000)	-	-
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	93,500	(93,500)	-	-
Making Every Adult Matter – Policy	-	11,850	(11,850)	-	-
City Bridge Trust	9,127	54,100	(63,227)	-	-
Her Majesty's Prison and Probation Service	-	550,000	(550,000)	-	-
Greater London Authority	8,239	25,000	(29,831)	-	3,408
Barrow Cadbury Trust	-	50,000	(50,000)	-	-
Total restricted funds	21,406	1,172,041	(1,174,859)	-	18,588
Unrestricted funds:					
Paul Hamlyn Foundation	-	50,000	(50,000)	-	-
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	-
AB Charitable Trust	-	50,000	(50,000)	-	-
Tudor Trust	-	2,000	(2,000)	-	-
Garfield Weston Foundation	-	75,000	(75,000)	-	-
Porticus	-	45,458	(45,458)	-	-
J Leon	-	10,000	(10,000)	-	-
Woolbeding Charity	-	50,000	(50,000)	-	-
Bromley Trust	-	10,000	(10,000)	-	-
General funds	424,700	99,753	(110,144)	29,113	443,428
Total unrestricted funds	424,700	457,211	(467,602)	29,113	443,421
Designated funds:					
Web, office	29,113	-	-	(29,113)	-
Total unrestricted funds	453,813	457,211	(467,602)	-	443,421
Total funds	475,219	1,629,252	(1,642,461)	-	462,010

Un-designation of unused designated funds total £29,113



18b. Movements in funds (prior year)

	at 1 April 2020	Income & gains	Expenditure & losses	Transfers	at 31 March 2021
	£	£	£	£	£
Restricted funds:					
Arts Alliance	35,319	146,508	(181,927)	100	()
Lloyds Bank Foundation for England & Wales	-	92,390	(88,350)	-	4,040
Women's Network	-	-	-	-	-
Ministry of Justice – Women's Capacity Building	7,540	-	(7,540)	-	-
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	-	80,000	(80,000)	-	-
Making Every Adult Matter (MEAM) – Policy	-	23,492	(22,246)	(1,246)	-
City Bridge Trust	-	54,000	(44,873)	-	9,127
Her Majesty's Prison and Probation Service	-	1,210,000	(1,209,939)	(61)	-
Greater London Authority	-	25,000	(16,761)	-	8,239
Barrow Cadbury Trust	-	50,000	(50,174)	174	-
Total restricted funds	42,859	1,681,390	(1,701,810)	(1,033)	21,406
Unrestricted funds:					
Paul Hamlyn Foundation	-	70,000	(70,000)	-	-
Esmée Fairbairn Foundation	-	97,500	(97,500)	-	-
AB Charitable Trust	-	50,000	(50,000)	-	-
Tudor Trust	-	15,000	(15,000)	-	-
Garfield Weston Foundation	-	75,000	(75,000)	-	-
Goldsmith's Company Charity	-	30,000	(30,000)	-	-
Woolbeding Charity	-	50,000	(50,000)	-	-
General funds	432,005	128,523	(135,828)	-	424,700
Total unrestricted funds	432,005	516,023	(523,328)	-	424,700
Designated Funds:					
Web development, office move and Women's Work	78,029	-	(49,949)	1,033	29,113
Total unrestricted funds	510,034	516,023	(573,277)	1,033	453,813
Total funds	552,893	2,197,413	(2,275,087)	-	475,219

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 people with a lived experience of the criminal justice system and their families. This includes developing the Arts Alliance as the main national network for arts organisations that work in the criminal justice system.

Lloyds Bank Foundation of England and Wales

Develops an influential sector voice and, leadership with vision for the voluntary sector working in criminal justice, in particular small and specialist organisations by build on our existing strong relationships with key stakeholders, at both national and regional level, in order to increase engagement and influence.

City Bridge Trust and Greater London Authority

Funding for London Development Officer to develop expertise on the voluntary sector working in criminal justice in London, its strengths and weaknesses and its challenges and opportunities; Provide a range of support to the sector, including a comprehensive programme of information; Ensure the London sector's voice is heard and its important work is recognised, at both regional and national level: Support partnerships within and between sectors.

Ministry of Justice – Women's Capacity Building

Funded by the MoJ, Clinks will deliver a programme of training and support to voluntary organisations that offer specialist services to vulnerable women. The programme will focus on capacity building and sustainable development, providing a range of interventions alongside a legacy of resources and toolkits that can be used to support continued development.

Women's Network

On the dissolution of Women's Breakout, the balance of assets was transferred to Clinks. Clinks has committed to continue its work on women in the criminal justice system committing £100,000 (2 x £50,000 over the 2019/20 and 2020/21 years respectively) to grow support for the women's sector.

Department of Health and Social Care – VCSE Health and Wellbeing Alliance

Clinks with other strategic partners assembled as the Health & Wellbeing Alliance, Clinks, along with NACRO, Birth Companions and Recoup are seeking to address Health issues such as substance misuse or mental health problems which can lead to contact with the Criminal Justice System. Addressing the health needs of this group can reduce re-offending, and have a positive impact on the health of their communities.

MEAM – Local development/ MEAM – Policy

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

Barrow Cadbury Trust

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

Her Majesty's Prison and Probation Service

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



19. Analysis of cash and cash equivalents

	at 1 April 2021	Cash flows	at 31 March 2022
	£	£	£
Cash at bank and in hand	343,371	(56,401)	286,970
Notice deposits (less than three months)	297,903		297,903
Total cash and cash equivalents	641,274	(56,401)	584,873

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 2022	Property 2021
	£	£
Less than one year	-	67,000
One to five years	-	268,000
Over five years	-	-
	-	335,000

21. 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.

Reference and administrative information

Company number 3562176

Charity number 1074546

Registered office and operational address 82A James Carter Road, Mildenhall, Suffolk IP28 7DE

Country of registration England and 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:

- Roma Hooper OBE – Chair – elected November 2018, re-elected 2021.
- Rachael Byrne – Vice Chair, elected 2016, re-elected 2019.
- Simon Alsop – elected November 2019
- Jessica Southgate – elected 2017, re-elected 2020
- Simon Ruding – elected November 2021
- Richard Booty – elected November 2021
- Maisie Hulbert - co-opted December 2021
- Amina Ditta – co-opted December 2021
- Donna Everett – co-opted December 2021
- Salim Baba –co-opted December 2021
- Kelly Loftus – co-opted December 2021
- Patrick Williams – resigned November 2021
- Dr Alison Frater – resigned November 2021
- Raheel Mohammed – resigned May 2021

Key management personnel Anne Fox – Chief Executive Officer

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

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

