

THE CLINK CHARITY

England & Wales · Charity number 1134581

Details

Other names	THE CLINK TRAINING PROJECT
Status	Registered
Legal form	Charitable company
Company number	07157540
Registered	2010-03-01
Register	View on the Charity Commission register

Contact

Address	Units 1-2 Bessemer Park 250 Milkwood Road London
Phone	02071476749
Email	everingrose@thelinkcharity.org
Website	www.thelinkcharity.org

Activities

Objects: 1 THE TRAINING, CARE, RESETTLEMENT AND REHABILITATION OF OFFENDERS, AND THOSE AT RISK OF OFFENDING, AND THEIR FAMILIES AND DEPENDANTS.2 TO PROVIDE, PROMOTE, SUPPORT OR ORGANISE THE TRAINING OF OFFENDERS, AND THOSE AT RISK OF OFFENDING, AND TO ASSIST THEM IN FINDING EMPLOYMENT AND ACCOMMODATION AND TO REHABILITATE THEMSELVES3 TO FURTHER AND PROMOTE THE STUDY OF AND RESEARCH INTO ALL ASPECTS AND METHODS OF THE PREVENTION OF CRIME, SOCIAL EXCLUSION AND DELINQUENCY AND TO OBTAIN AND MAKE RECORDS OF AND DISSEMINATE INFORMATION CONCERNING THE SAME4 TO PROMOTE, SUPPORT OR CARRY ON EITHER ALONE OR IN COOPERATION WITH ANY OTHER BODY, AUTHORITY OR PERSON ANY PROJECT OR SCHEME IN CONNECTION WITH ANY METHODS OF THE PREVENTION OF CRIME AND SOCIAL EXCLUSION AND TO PROVIDE MONEY FOR SUCH PURPOSES WHETHER BY LOAN OR OTHERWISE

Activities: OUR PRIMARY OBJECTIVE IS TO MAKE A SUBSTANTIAL, LASTING REDUCTION TO PRISONER REOFFENDING RATES, UPON RELEASE INTO SOCIETY. WE TRAIN OFFENDERS IN OUR 5 STEP PROGRAMME IN CATERING SKILLS AND HELP THEM FIND EMPLOYMENT AND OFFER WEEKLY MENTORING SUPPORT UPON RELEASE FROM PRISON.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Education/training, Economic/community Development/employment
- **Who:** Other Defined Groups

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, LOCAL.
- Cardiff
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£6,858,878	£6,297,370	£1,705,867	81
2023-12-31	£5,484,907	£5,400,978	£1,144,360	92
2022-12-31	£4,014,821	£4,319,129	£1,060,431	75
2021-12-31	£2,204,936	£2,510,920	£1,364,739	59
2020-12-31	£3,294,936	£2,552,188	£1,670,723	59

Trustees

Name	Role	Appointed
Bojana Ignjatovic		2018-07-12
CURTIS JUMAN		2020-12-22
David Morgan		2023-07-13
Harry Morley		2023-07-13
Kevin David McGrath OBE DL		
Michael Balogun		2024-01-19
Naina Patel		2023-02-23
Pablo Blackwood DL		2026-06-10
RT REVD DAVID WALKER		2021-03-16

THE CLINK CHARITY

England & Wales - Charity number 1134581

Accounts

THE CLINK CHARITY

Limited by guarantee

Registered Charity Number 1134581

Registered Company Number 07157540 (England and Wales)

**CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

THE CLINK CHARITY

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024



Trustees & Directors

W Atkinson
M Balogun (appointed 19th January 2024)
B Ignjatovic
C Juman
K McGrath
D Morgan
H Morley
N Patel
F Scott (resigned 17 September 2024)
D Walker

Registered Office (to 22 June 2024)

His Majesty's Prison High Down
High Down Lane
Sutton
Surrey
SM2 5PJ

Registered Office (from 22 June 2024)

Units 1 &2
Bessemer Park
250 Milkwood Road
London
SE24 0HG

Chief Executive

D M Edmonds (Appointed 1 April 2025)
Y M Thomas (Resigned 30 March 2025)

Company Secretary

J Sanderson (appointed 15 November 2024)
D Whitworth (resigned 14 November 2024)

Bankers

Coutts & Co
440 Strand
London
WC2R 0QS

Nat West
135 Bishopsgate
London
EC2M 3UR

Solicitors

Howard Kennedy LLP
No 1 London Bridge
London
SE 1 9BG

Auditors

Moore Kingston Smith LLP
9 Appold Street
London
EC2A 2AP

Chair's Statement

The past year has been one of both challenges and achievements for The Clink Charity. Despite an increasingly difficult operational landscape, including volatile prison conditions, funding constraints, and early release schemes affecting our support services, our commitment to reducing reoffending has remained unwavering.

We are immensely proud that 761 students completed training with us, achieving 671 NVQ qualifications, and that our efforts were recognized with the prestigious SME Training Provider of the Year award from the Institute of Hospitality, as well as the Lord Mayor of London's "Heart of the City" award for social impact.

A key milestone in our journey was the opening of our first community-based training and production kitchen in South London, made possible through significant capital investment and grants. This facility, inaugurated by Lord Timpson, Minister of State for Prisons, Probation and Reducing Reoffending, will allow us to expand our social enterprise, Clink Events, and provide employment and training to more people leaving prison and those at risk of offending.

However, we have also faced difficult decisions, including the closure of projects at Buckley Hall, Thorn Cross, and HMP Highdown due to funding constraints. Additionally, delays in Ministry of Justice procurements have forced the demobilization of our Clink Kitchens programme, leading to a necessary restructuring of our operations. Despite these setbacks, we remain focused on long-term sustainability, consolidating our legal structure to streamline operations and ensure financial stability.

Our strategy moving forward is centered on reducing reliance on Ministry of Justice funding by expanding contracted services, growing our social enterprise revenues, and increasing community-based rehabilitation initiatives. The launch of a new community-based training programme working to reduce youth offending exemplifies our innovative approach to vocational training and rehabilitation.

The strength of The Clink Charity lies in its people—our dedicated team, partners, funders, and supporters who share our vision of transforming lives through education and opportunity. After three years as Chief Executive, Yvonne Thomas left the charity in March 2025, and the Trustees would like to take the opportunity to express their sincere gratitude to Yvonne for her leadership of the charity throughout a period of growth and great success. We also warmly welcome our new Chief Executive, Donna-Marie Edmonds. Our co-founding Chair, Finlay Scott, stood down in July 2024. We would like to thank him for his immense contribution to the charity. Finlay will continue his involvement with the Clink as an Honorary President.

As we move forward, we do so with a renewed commitment to delivering high-quality training, supporting rehabilitation, and creating sustainable pathways to employment. We are confident that, with the continued support of our partners and the dedication of our team, The Clink Charity will remain a leader in reducing reoffending and transforming lives.

A handwritten signature in black ink, appearing to read "B. Ignjatovic".

Bojana Ignjatovic
Chair, Board of Trustees
The Clink Charity

Chief Executive's Report

The Clink Charity reduces reoffending and prevents crime through training, rehabilitation and support, lessening the burden on the prison estate. It improves public safety and builds community resilience. It increases access to educational opportunities, improving employability into an industry currently struggling to recruit. It enhances the self-esteem and personal agency of the participants of the programme, so they feel more worthy and less likely to choose criminality. In short, The Clink changes attitudes, transforms lives and creates second chances.

The year was defined by increasingly volatile conditions in prisons resulting in operational delivery challenges for the Charity. Mission delivery continued despite the difficulties of reduced funding, early prison release schemes affecting our ability to properly plan release support, and the ongoing issues around availability of accommodation for newly released graduates. Against a most challenging background, we trained 761 students who achieved 671 NVQ qualifications. Our commitment to excellence was recognized when we were once again named the SME Training Provider of the Year by the Institute of Hospitality, and we were delighted to receive the prestigious Lord Mayor of London's "Heart of the City" award in recognition of the significant social impact we have in London.

Building on our commitment to both reduce reoffending and to supporting people at risk of offending from entering prison, we successfully raised capital investment and grants for a major new facility comprising a new training and production kitchen – our first in the community – in South London. We were delighted to welcome Lord Timpson, Minister of State for Prisons, Probation and Reducing Reoffending who opened the new building in November 2024. The facility will support the expansion of Clink Events, our social enterprise arm, and will allow us to train and employ more people leaving prison or released on temporary license (ROTL) while supporting people (including young people) at risk of offending.

Economic conditions saw us battling food cost and wage cost inflation, reduced availability of funding from the public sector and delayed and cancelled procurements from the Ministry of Justice. Consequently, we closed several projects across the prison estate, including the demobilisation of our Clink Kitchens work when the generous charitable funding came to an end, resulting in redundancies including the removal of two Director posts in the charity leadership. 407 students trained in Clink Kitchens in 2024, and 378 City & Guilds NVQs were awarded to those students, and we are proud of the impact that we had on those lives because of this project. To ensure that our future overheads and operating costs remain lean, we restructured and streamlined our legal entities, consolidating our various legal and employment entities into The Clink Charity.

Finally, our founding co-chair, Finlay Scott, stood down in July to be succeeded by Bojana Ignatovic, an experienced Clink Charity Trustee. We would like to thank Finlay for his inspirational leadership and welcome Bojana.

A strategy for the long term

Our strategy is based on ensuring we deliver against our mission whilst building a financially secure and sustainable basis for the charity. The strategy is in three parts.

- Reduce reliance on MOJ and grant funding by expanding contracted and sub-contracted services from other public sector bodies, local authorities and private sector providers of rehabilitative services.
- Generating more surplus from our social enterprise, Clink Events to pay towards our support and mentoring services.
- Continue to deliver our mission to reduce reoffending in custody and increase our delivery of community-based diversionary services to help those at risk of offending avoid prison.

Quality and Standards

The high standards achieved in 2023 continued throughout 2024. We increased the number of qualified Internal Quality Assessors and maintained our near-perfect audit performance across all our operations and sites. Having extended our formal quality standards to our Support and Mentoring service in 2023 through the attainment of Matrix accreditation, our positive annual inspection reinforced the value of our quality approach to supporting our graduates into a rehabilitated life. Our delivery of NVQs continued at the highest standards and we successfully trained selected Chef Trainer Assessors to deliver our first apprenticeships in our training restaurant in HMP Styal.

Innovation

We embarked on a ground-breaking Artificial Intelligence (AI) project supported by innovation funding from the Ministry of Justice. The project, based at HMP Huntercombe, uses a third-party proprietary AI product to generate accredited teaching materials in multiple languages. Using a range of media, we have successfully taught foreign national prisoners with little or no English to NVQ L1 standards. We will continue to develop the project through 2025, publishing a research report, to see exciting applications for technology to support the delivery of qualifications to any individual with additional challenges or needs in respect of their learning requirements.

Support and Reducing Reoffending

We supported more than 150 releases from custody in 2024. Every Clink Graduate was offered the opportunity to access support. Our support staff faced unprecedented pressures and challenges. The various prison early release schemes resulted in our students and graduates being released, often without sufficient notice or preparation. We funded emergency hotel accommodation, issued food vouchers, mobile phone cards and generally provided an emergency service to affected graduates. This had a detrimental effect on our employment outcomes as our staff were spending most of their time trying to put in place the basics of rehabilitation – a safe place to live and something to eat. We continued to track our reoffending rates, which remained low. A national trend to be noted was the significant rise in recalls to prison due in part to the pressure under which the National Probation Service finds itself. We remain concerned about this trend which has, in some cases, stopped the process of rehabilitation for our graduates.

The Clink Charity Operations

The Clink Restaurants in HMP Brixton and HMP Styal, and our staff restaurant in HMP Highdown trained 167 students, including our first two apprentices at HMP Styal. We have always aspired to the highest standards of training and delivery, and we decided to formally benchmark our standards against those of the best Hospitality Colleges in the UK by way of applying for the AA Training College Rosette assessment. In a full AA rosette assessment process, our restaurant at HMP Brixton was rated at the highest level – Highly Commended which was a fantastic tribute to our training staff and our students. We retained our Trip Advisor “Traveller’s Choice” ratings for the third year running. We hosted several high-profile events in the restaurants during the year including an evening with Sacha Lord at Styal and a celebratory 10th anniversary dinner at Brixton which was attended by past graduates, staff and supporters. Also, in HMP Brixton, **The Clink Bakery** continued to flourish in its second full year of operation. 23 students were in training during the year with 6 completing their NVQ Level 2 Patisserie qualification. Following the success of the Clink Christmas hampers in 2023, Christmas 2024 saw the bakery prepare and dispatch 350 hampers and 7,000 mince pies to happy customers.

Clink Events continued its success and growth and is now established as one of London’s “go to” event caterers offering spectacular food and event design in some of London’s most iconic venues. In 2024, Clink Events increased turnover by 26%, served 36,000 guests and added the prestigious Indigo O2 Arena and Thames Distillers venues to the portfolio. We continue to train and employ women from Downview prison in our production kitchen on site, with 25 women trained in 2024, attaining 31 City & Guilds qualifications.

We reported our intention last year to build a new production kitchen to train and employ people leaving prison and to increase our production and training capacity. We opened the new facility in August 2024 and

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

now run with two production kitchens, increased student numbers, and we have our first 6 young people who have attained their Institute of Hospitality Introduction to Events Certification. Using our new production facility, we built a business case for a new social enterprise, **Catered by Clink**, to serve customers who want our top-class food, but do not need full-service event catering. Catered by Clink is in a unit adjacent to our expanded training and production kitchen in a newly fitted out facility, Clink Cafe, that also houses a small, dedicated training facility aimed at helping young people at risk of custody through the provision of an innovative 12-week entry level hospitality training suite opening in 2025. Students who wish to pursue a career in hospitality will be able to access apprenticeships or NVQs following their entry level course, and our hope is that graduates will transition into our Clink Events business. The approach supports our mission, whilst delivering a diversity of funding with the first cohorts being local authority referred and financed.

The Clink Gardens in HMP Send continues to be a true flagship project supporting more than 30 women in the mainstream horticultural qualifications and continuing to work with more complex women who face additional challenges in our Plot to Plate programme. We were delighted to receive grant support this year from the Julia Rausing Foundation for a new Clink Garden to open at HMP Erlestoke in 2025, and the hope is to continue to expand the gardens projects across the prison estate.

Concluding remarks

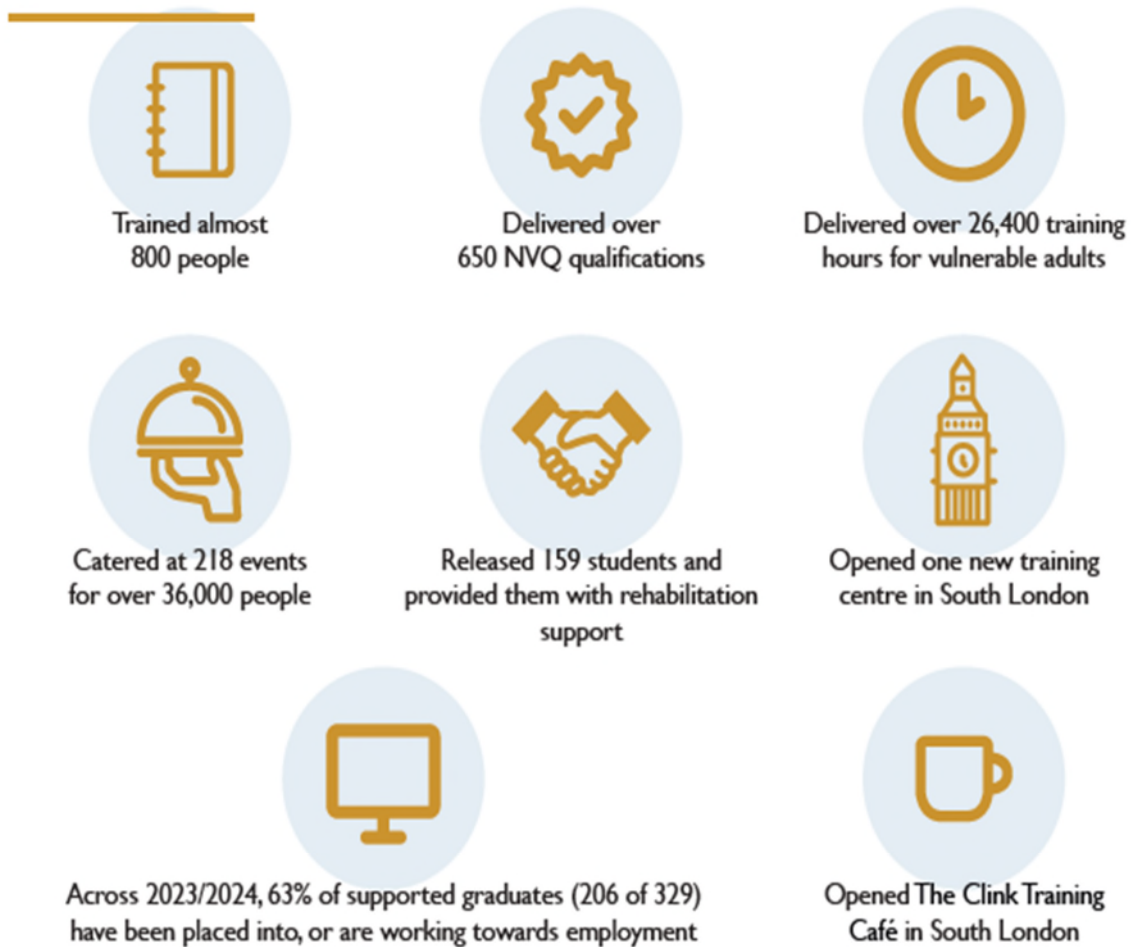
The Clink Charity continues to evolve, pivot and look for inspirational projects to better serve our beneficiaries.

We maintain strong links with the hospitality industry, and we remain incredibly grateful for their support as employers, partners, fundraisers and friends. 2024 has seen support from all parts of the industry with, for example, several of our trainers being admitted to the Institute of Hospitality, our partnership with HIT Training gaining strength and apprenticeship partnerships with Sodexo, Ask and Compass secured. We owe particular thanks to Vic Laws, our lead Ambassador, and to The Worshipful Companies who have supported us once again this year, and all the other funders, donors, trusts and foundations who have invested their resources in sustaining our transformative offer. We are particularly grateful to the Mayor of London's "Skills for Londoners" fund who contributed 47% of the capital sum for our new facilities, matched by support from several social investors who believed in our vision for the future of rehabilitation based on the model we have developed and refined over the last 13 years.

A handwritten signature in black ink, appearing to read "Donna Marie Edmonds".

Donna Marie Edmonds
Chief Executive
June 2025

OUR 2024 AT A GLANCE



STUDENTS TRAINED BY OPERATION



CONTEXT: THE WIDER PRISON ENVIRONMENT

JUST UNDER
90K

Current prison population
(projected to rise to over 105,000 by 2029)

42% OF ALL
PEOPLE
IN PRISON

Have been excluded from school, but 1% of the general population have been excluded from school

25%
OF THOSE

In custody are care experienced

OVER
2/3

Of children reoffend within 12 months of release from secure institutions

33.8%

The highest reoffending rate amongst young people aged 10-17

£50,000

Is the approximate annual cost of keeping one adult in prison for one year

£119,000

The annual cost of putting a young person in a Young Offenders Institute

**£19.8
BILLION**

The annual cost of re-offending

75%

Of people who have left prison reoffend within nine years of release

39.3%

Reoffend within the first twelve months

38%

Of prison sentences are for six months or less

**96% ♂
4% ♀**

Gender breakdown

THE UK HAS THE
HIGHEST

Rate of imprisonment in all of Western Europe

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its memorandum and articles of association and constitutes a company limited by guarantee as defined by the Companies Act 2006.

Organisational structure

Trustee Board

The Charity is governed by a Board of Trustees Chaired by Finlay Scott until 15 July 2024 followed by Bojana Ignjatovic which supervises the senior leadership team (SLT), and staff headed up by the Chief Executive Officer, Yvonne Thomas until March 2025, and now Donna Marie Edmonds. The Board of Trustees meets four times each year to set and oversee the delivery of the Charity's objectives.

On 15 July 2024 Finlay Scott stepped down from the Board and his role as Chair. This position was taken over by Bojana Ignjatovic. Finlay has chaired the Charity since it was formed in February 2010; his energy, leadership, and guidance have been instrumental in its success to date.

The Board has a clear and well-understood governance role, approving the strategy, annual budgets and reviewing the management accounts and cash flows on a quarterly basis. The Trustees ensure that risk is well understood and managed, and that the charity is operating legally and in full compliance with our charitable objectives, ethos, and values. The Board appoints and delegates the delivery of the strategy and management of the operation of the charity and its subsidiaries to the CEO, who in turn appoints and manages the ELT. ELT comprises the CEO, the Director for Training and Qualifications, the Director of Operations, and the Director of Clink Events. The ELT meets bi-weekly to review in detail all aspects of the operations including the training, support and mentoring of the beneficiaries of the Charity, as well as safeguarding, and health and safety.

There are three additional Trustees committees that meet regularly:

- **Audit and Risk Committee** – this meets with the external auditors twice yearly, once to review the systems and internal controls on financial and governance issues and make any recommendations to the Trustee Board, with a second meeting to review the draft Annual Report and Accounts prior to sending to the Board for approval and signing. It has a further two internal meetings per year.
- **Finance & General-Purpose Committee** – This meets quarterly to assess whether the organisation's financial and commercial affairs are sound and in accordance with company and charity governance and law including public benefit tests, review the implementation of the financial and commercial strategy on behalf of the Board of Trustees, and provide recommendations to the Board. It also holds responsibility for reviewing staff remuneration.
- **People Committee** – this reviews the delivery of our mission, our HR policies and our safeguarding policies.

Trustee training and induction

Our Trustees have been carefully selected from business, education, legal, financial, and property experience. Upon appointment Trustees are given a copy of the Charity Commission document "The Essential Trustee – What you need to know" and asked to read it. They also spend time with the Chairman, CEO and ELT to familiarise themselves with the operations of the Charity to ensure that they understand the aims and the objectives of the Charity.

Risk management

The Trustee Board is responsible for the oversight of the risks faced by the Charity. The Trustee Board and Audit and Risk Committee regularly review the Charity's risk position, internal controls assessment and compliance with relevant statutory and finance regulations. Based on the Charities Commission's Guidance "Charity Reserves: building resilience" the Charity has a risk-management process designed to identify the major risks that could impact on the aims in the Charity's Strategic Plan. This process identifies the major risks the Charity faces, the likelihood of occurrence, the significance of the risk, and any mitigating controls that are in place. It also seeks to identify any actions and resources required to manage these risks further.

Principal risks and uncertainties

Despite the challenges presented by the cost-of-living crisis and the pressures of the prison estate The Clink Charity continued, with the help of our partners and supporters, to deliver training during 2024. 761 students were trained across all our operations, enabling them to gain 671 qualifications.

The funding pressures saw the closure of many projects in 2024, including Clink Gardens at HMP Highdown (due to a significant change in the delivery specification). The Clink Kitchen demobilisation programme is being planned and implemented as a result the expiration of the grant funding in 2025. The government has also made the decision not to extend our contract at HMP High Down after 30 September 2025. We will therefore be demobilising from HMP High Down from this date.

Cost increases and the lack of available students at Styal have resulted in the decision not to renew the 1-year extension on our 10-year contract in Styal, which ends in September 2025. We will demobilise from Styal from this date.

We are anticipating competitive commercial bidding for the contract in Brixton from October 2026. We are currently working on operating models and partnerships to determine the best way to respond to the anticipated competitions, but our intention is to maintain our work in HMP Brixton.

As a result of a major fund-raising drive in 2023, a new production kitchen and training facility was opened during the year in South London, to support the expansion of Clink Events our social enterprise arm, which will enable the training and employment of more people leaving prison or released on temporary license (ROTL) while supporting people (including young people) at risk of offending. This will also facilitate the expansion of Clink Events in line with market demand, continuing to generate an operating surplus, thus contributing towards the cost of our training and support operations.

We were also able to secure funding in 2024 for a new social enterprise, Catered by Clink, which will serve customers within the M25 who want our top-class food, but do not need full-service event catering. We have also created the Clink Café – a small, dedicated training facility aimed at helping young people at risk of custody through the provision of an innovative 12-week entry level hospitality training suite.

New charitable funding in 2024 will enable us to open another Clink Gardens project at HMP Erlestoke in 2025.

The resettlement and support workers continue to provide both mentoring and financial support to the students up to and after their release, and of the 152 students released in 2024, 30% were helped into employment – pressure in the prison system and the early release schemes affected our employment outcome, which in on the rise again.

With all these new initiatives the Trustee Board maintains a very close relationship with the ELT to review the work of the charity, the operating plans and the budgeting processes for the current year. These reviews cover income and expenditure forecasts and cash flows. As part of these reviews the Trustees considered the viability of all existing and new operations.

Safeguarding

The Safeguarding Policy is updated annually and reviewed by a Safeguarding Committee of colleagues from across the organisation and a Trustee. All staff complete safeguarding training as part of their induction as a new starter, and staff with additional responsibilities for managing safeguarding will complete level 2 or level 3 training as appropriate. Additional training is available for those members of staff working with high-risk groups, for example those now working with the 16-25 age group in Clink Cafe. The Clink operates an open culture where safeguarding is routinely discussed across all aspects of our work and is a standing item for discussion at all Trustee Board Meetings.

Health and Safety

Fire, health & safety, food hygiene and allergen awareness are at the core of what we do, and we have engaged an external company to audit our process and procedures at all our premises on an annual basis. In addition, local Environmental Health Officers inspect our premises and currently we have 5-star ratings across all locations. Our staff are trained in Emergency First Aiders in the workplace and obtain the following qualifications: Health and Safety (Level 2 or 3), Food Hygiene (Level 2, 3 or 4) and Allergens Awareness (Level 2 or 3).

OBJECTIVES AND ACTIVITIES

Significant activities

To ensure the success of the programme, The Clink Charity has developed a five-step integrated model that could be applied across more prisons across the country and to further expand The Clink concept. The five-step model focuses on Recruitment, Training, Supporting, Employment and Mentoring. This model has dramatically reduced the reoffending rates of those who have been part of the training programme. The Clink employs 81 full-time and part-time employees, most of these are prisoner-facing staff and undergo TAQA (Training Assessment Quality Assurance) training to ensure that the standard of training and assessing students is consistent and of the highest possible quality.

The Clink Charity's fulltime support workers work closely with each of the prisoners in training. Upon release they help graduates find employment and they mentor them weekly for 6 to 12 months, to help them reintegrate back into society.

Public benefit statement

The Trustees confirm that they have given due consideration to Charity Commission published guidance on the operation of the Public Benefit requirement in relation to the activities of the charitable company.

Financial Review

During 2024 our income rose from £5,484,907 in 2023 to £6,576,878, as we continued to raise money from donations and grants and trading operations. The end of year results showed a surplus of £279,508 (2023: £83,929).

We were incredibly grateful to our generous supporters who continued to donate to support our work in order that we could continue to assist our beneficiaries. We were also very grateful for the support from our partners HMPPS. The Charity raised £172,733 (2023: £141,278) by way of general donations. These funds were used to help the beneficiaries with their day-to-day needs, including help with finding and paying for accommodation, uniforms and day-to-day living expenses.

As part of the review of the activities and operations of the organisation it was decided to reorganise the group and transfer the activities of The Clink Restaurant Company Ltd and Clink Trading Ltd into The Clink Charity at 1 May 2025. The Business Transfer Agreements to enable this were signed in April 2024.

Reserves Policy

Reserves are required to allow the Clink Charity to continue to operate and adjust to situations such as unforeseen increases in costs or a fall-off in income in an orderly way. These reserves need to be unrestricted (free reserves) to allow the Trustees to cover all different scenarios in line with our charitable objectives.

The Trustees consider that the ideal level of reserves as of 31 December 2024 would be 2 months charitable expenditure, c. £575k, which excludes direct costs which would not be incurred in the event of income or operational shocks and expenditures associated with Clink Events, our social enterprise. The Trustees believe that reserves of this level allow time to develop new sources of income or to cut-back on related expenditure.

At the end of 2024, the group had total reserves of £1,705,867 of which £483,053 represents restricted funds. Unrestricted funds of £1,222,814 are largely invested within fixed assets of £1,579,358 and as such the group had a free reserve of £nil (2023 was £338,278).

This reduction in free reserves reflects the decisions taken by the Trustees to implement our strategy of reducing reliance on Ministry of Justice funding and expanding contracted services, growing social enterprise revenues and increasing community-based rehabilitation initiative in pursuit of delivery our charitable objectives. This has meant the closure of projects, consolidating our legal structure and restructuring our operations. We have also increased our work with our generous donors to raise funding for key work and projects to deliver the strategy.

During 2024 this began to bear fruit, with events operations contributing to an increase in income of £706k and capital funding raised for a new leasehold property at Bessemer Park of £418k.

Going forward we expect to continue to focus our efforts on reducing costs through targeting our limited resources where they deliver the highest impact. To that end, as noted in the Post Balance Sheet Events note 18, we sadly closed the HMP Styal restaurant. Our work with our generous donors also led to agreement to transfer a share of our grant income from restricted to unrestricted funding.

We are also growing our events activities so that they can support a significant number of Clink graduates and students, whilst at the same time generating income to be applied to delivering our charitable objectives. The Trustees will seek to grow our reserves to the policy level over the coming four years.

Our consolidated balance sheet remains positive, with net current assets of £841,647 and total net assets of £1,705,867. The Trustees have reviewed the circumstances of the Clink Charity and group and consider that adequate resources continue to be available to fund the activities of the group for the foreseeable future. The Trustees are of the view that charity and group are a going concern.

Fund-raising methods and processes

The Charity has always depended on the generosity and support of various grant giving trusts, foundations, companies, and philanthropic individuals to build and fund the projects. No external fundraisers are used. The charity is signed up to the Fundraising Regulator and we comply with their high standards of process. The charity had a successful year raising funds for specific projects and core costs. Once a specific project is identified, a proposal is prepared and sent to the organisation (usually grant giving trusts) which has expressed an interest. In the case of capital projects, no work is started until all funding has been secured and the Board has approved it.

Once a grant has been received, we work with the donor to ensure that they have all the information that they require to monitor the impact that their donation has achieved. This usually means a report that is required under their grant giving due diligence together with regular updates that may concern the charity in general or their donation. During this year, the CEO has remained in close contact with all our generous partners, keeping them updated on the work of the charity and stressing the importance of their valuable contribution to our work.

THE CLINK CHARITY

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024



In 2024 the Charity raised £172,733 (2023: £141,278) from individual donations and £2,394,383 (2023: £2,003,167) from Grants. In addition, over £55,000 was raised from our various fund-raising events (Annual Ball, Golf Day and Clink at the Canalside).

The Clink is now an established Charity and has a loyal group of funders and charitable trusts, all of whom carry out periodic due diligence checks. The Board is confident that the continuing capital that is required to roll out current and future plans will be funded by them.

There are a great many kind individuals who have donated to our work either directly, via CAF, Charities Trust, Stewardship or online via Just Giving, Amazon Smiles, Donr, and we are extremely grateful for their generosity and support. We would also like to thank all the Charitable Trusts and Corporate Funders that have supported our work this year, we highlight here the donations from those who are happy to be named, and who have kindly contributed £2,000 or more during 2024:

Antonio Carluccio Foundation
Blyth Charitable Trust
Capsticks Community Grant Fund
Caroline Grange
Charitable Giving
HSBC Charitable Giving Foundation
John Armitage Charitable Trust
Robbie McIndoe on behalf of Late Anthony Skyrme
Sharegift
St Aldhem's
Swire Charitable Trust
Stewardship
The Big Give
The Greater London Authority
The Innholders Charitable Foundation
The Julia & Hans Rausing Trust
The Savoy Education Trust
The Worshipful Company of Cooks
Vincent Holmes Ltd
William Brake Charitable Trust

The work of the charity not only changes lives of the Clink graduates but also their families and friends as well as making society a safer place and saving the taxpayers money.

Statement of Trustees' responsibilities

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the income and expenditure of the charitable group 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 and make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards 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 remain in business.

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 and the Charities Act 2011, the Charity (Accounts and Report) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In as far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any of any relevant audit information and to establish that the auditor is aware of that information.

On behalf of the Board

A handwritten signature in black ink, appearing to read "B. Ignjatovic", with a long horizontal flourish extending to the right.

Bojana Ignjatovic
Chair, Board of Trustees
The Clink Charity

16 July 2025

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
THE CLINK CHARITY
FOR THE YEAR ENDED 31 DECEMBER 2024**

Opinion

We have audited the financial statements of The Clink Charity for the year ended 31st December 2024 which comprise the Consolidated Statement of Financial Activities incorporating an Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement 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 group's and the parent charitable company's affairs as at 31st December 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 the charitable company'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 annual 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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY FOR THE YEAR ENDED 31 DECEMBER 2024

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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have 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 group and parent charitable company and their 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 where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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 trustees' responsibilities statement set out on page 13, 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 group and parent 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 group or parent 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY FOR THE YEAR ENDED 31 DECEMBER 2024

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
THE CLINK CHARITY
FOR THE YEAR ENDED 31 DECEMBER 2024**

Our approach was as follows:

- we obtained an understanding of the legal and regulatory requirements applicable to the charitable company through the use of permanent audit file information, updated this year for any changes that have been identified by management or by our own investigations and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council;
- we obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- we assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 which 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Shivani Kothari (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor
24 July 2025

9 Appold Street
London
EC2A 2AP

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2024**

INCOME AND EXPENDITURE	Note	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Income					
Income from raising funds	2, 3	475,030	2,531,383	3,006,413	2,260,488
Income from Charitable Activities	5	3,788,893	-	3,788,893	3,180,210
Income from investments	4	63,571	-	63,571	44,209
Total income		4,327,494	2,531,383	6,858,877	5,484,907
Expenditure					
Expenditure on raising funds	6	61,709	-	61,709	53,970
Expenditure on Charitable Activities					
Primary purpose trading, training and mentoring	6	3,884,302	1,702,715	5,587,017	5,242,626
Other charitable expenditure	6	644,895	3,749	648,644	104,382
Total expenditure	6	4,590,906	1,706,464	6,297,370	5,400,978
Net income / (expenditure) for the year		(263,412)	824,919	561,507	83,929
Gross transfers between funds	13	853,218	(853,218)	-	-
Net movements in funds		589,806	(28,299)	561,507	83,929
Funds brought forward	19	633,008	511,352	1,144,360	1,060,431
Funds carried forward		1,222,814	483,053	1,705,867	1,144,360

All amounts derive from continuing activities.

The charitable company has no recognised gains or losses other than the net income for the year.

The accompanying notes form part of these financial statements.

CONSOLIDATED AND CHARITY BALANCE SHEETS
FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	Group		Charity	
		2024 £	2023 £	2024 £	2023 £
Fixed assets					
Fixed Assets	8	1,579,358	294,730	1,579,358	-
Investments	9	-	-	2	2
		1,579,358	294,730	1,579,360	2
Current assets					
Stock		81,615	48,551	81,615	-
Debtors	10	771,548	465,674	771,548	20,301
Cash at bank		1,557,387	3,421,309	1,545,184	3,173,751
		2,410,549	3,935,534	2,398,346	3,194,052
Creditors: amounts falling due within one year	11	(1,569,082)	(2,761,154.00)	(1,946,179)	(2,225,841)
Net current assets		841,467	1,174,380	452,167	968,211
Creditors: amounts falling due within more than one year	12	(714,957)	(324,750)	(714,957)	(324,750)
Net assets		1,705,867	1,144,360	1,316,570	643,463
Funds					
Unrestricted funds	13	1,222,814	633,008	833,517	132,111
Restricted funds	13	483,053	511,352	483,053	511,352
		1,705,867	1,144,360	1,316,570	643,463

The surplus for the financial year dealt with in the financial statements of the parent charity totalled £673,107 (2023: £82,162)

The accompanying notes form part of these financial statements.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

On behalf of the Board



Bojana Ignjatovic - Chair

Date: 16/07/2025

Company registration number: 07157540

**CONSOLIDATED CASHFLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2024**

	Note	2024 £	2023 £
Cash flows from operating activities:			
Net cash provided by / (used in) operating activities	16	(892,084)	613,706
Cash flows from investing activities:			
Interest receivable	4	63,571	44,209
Acquisition of property, plant and equipment	8	(1,452,983)	(22,316)
Disposal Proceed		14,699	-
Net cash provided by / (used in) investing activities		(1,374,713)	21,893
Cash flows from financing activities:			
Cash inflows from new borrowing		375,000	114,750
Cash from Leasing		27,875	-
Net cash provided by financing activities		402,875	114,750
Change in cash and cash equivalents in the reporting period		(1,863,922)	750,349
Cash and cash equivalents at the beginning of the reporting period		3,421,309	2,670,960
Cash and cash equivalents at the end of the reporting period		1,557,387	3,421,309

Analysis of Cash and Cash Equivalents

	2024 £	2023 £
Cash at bank	166,884	311,407
Short Term & Immediate Notice deposits	1,390,503	3,109,902
Total cash and cash equivalents	1,557,387	3,421,309

Analysis of Changes in debt

	1 Jan 2024 £	Cashflows £	Other movements £	31 Dec 2024 £
Cash at bank	3,306,559	(2,238,922)	-	1,067,637
Loans falling due within one year	-	-	38,647	38,647
Loans falling due after more than one year	114,750	375,000	(38,647)	451,103
	3,421,309	(1,863,922)	-	1,557,387

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1 ACCOUNTING POLICIES

Accounting Convention

The financial statements are prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The charitable company is a public benefit entity for the purpose of FRS102 and therefore the charity and group's financial statements have been prepared in accordance with Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic or Ireland (the FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared on a going concern basis which assumes the charitable group will continue in operational existence for the foreseeable future.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. During 2023 it was decided that the charity should seek new income streams and therefore opportunities were looked for within the HMPPS Dynamic Procurement System and following success with a number of bids we were awarded contracts to deliver new projects. Building on this success in 2024, the charity is working towards becoming a supporting provider in the delivery of the new Prison Education Services (PES) contracts. In addition during 2023 the charity sought to gain accreditation in becoming an apprenticeship provider, following the award of the accreditation in 2024 we are now training apprentices in our restaurant at HMP Styal.

As part of the review of the activities and operations of the organisation it was decided to reorganise the group and transfer the activities of The Clink Restaurant Company Ltd and Clink Trading Ltd into The Clink Charity. The Business Transfer Agreements to enable this were signed in April 2024.

The trustees have reviewed the organisation's forecast income, expenditure and cashflow projections for the going concern period and have concluded that the charitable group has adequate resources to meet its liabilities as they fall due and will continue in operational existence for at least 12 months from the date of signing these accounts. Accordingly, the financial statements are presented on a going concern basis.

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries The Clink Restaurant Company Limited, Clink Trading Limited and The Clink Cafe Charity. A separate statement of financial activities is not presented for the charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is at the following annual rates to write off each asset over its estimated useful life:

Leasehold	14.5 years	Over the length of the lease
Plant and machinery	10%	per annum
Fixtures and fittings	20%	per annum
Motor vehicles	20%	per annum
Computer equipment	20%	per annum
Website	33%	per annum

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure items.

Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method

Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

Leases

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all its financial instruments.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at the amount receivable and subsequently adjusted for any impairment or other change in consideration expected to be received on settlement

Basic financial liabilities

Basic financial liabilities, including trade and other creditors, bank loans, loans from fellow group companies, are initially measured at the amount payable and subsequently adjusted for any changes in consideration expected to be paid on settlement.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2 VOLUNTARY INCOME

	Unrestricted £	Restricted £	2024 £	2023 £
Donations	168,272	-	168,272	135,082
Gift aid	4,461	-	4,461	6,196
Grants	145,000	2,531,383	2,676,383	2,003,167
	317,733	2,531,383	2,849,116	2,144,445

Of total voluntary income reported above £317,733 are attributable to unrestricted funds (2023: £146,278) and £2,531,383 attributable to restricted funds (2023: £1,998,167)

Grants included in the above are as follows:

2023	Unrestricted £	Restricted £	2024 £	2023 £
Rausing Foundation	-	1,420,940	1,420,940	1,458,527
The Innholders' Charitable Foundation	-	30,000	30,000	30,000
Wendy Osorio	-	35,000	35,000	-
The Worshipful Company of Cooks	-	20,000	20,000	20,000
Savoy Education Trust	-	93,140	93,140	40,140
Antonio Carluccio Foundation	-	35,000	35,000	35,000
Garfield Weston Foundation	-	-	-	250,000
Lewis Family Trust	-	-	-	20,000
Thrive Together (SIB) Ltd	-	-	-	37,500
Stewardship	-	48,000	48,000	98,000
Office of the Police and Crime Commissioner for Surrey (currently Surrey Police)	-	-	-	9,000
St Aldhem	-	10,000	10,000	-
Swire Charitable Trust	-	40,000	40,000	-
Julia Rausing	-	102,000	102,000	-
Brake Foundation	5,000	-	5,000	5,000
Blyth Charitable Trust	20,000	-	20,000	-
John Armitage Charitable trust	120,000	-	120,000	-
GLA	-	620,067	620,067	-
HSBC	-	50,000	50,000	-
Other small grant	-	27,236	27,236	-
Total Grant Income	145,000	2,531,383	2,676,383	2,003,167
2023 Total Grant Income	5,000	1,998,167	2,003,167	

3 OTHER FUNDRAISING ACTIVITIES

	2024 £	2023 £
Fundraising events	157,298	116,043
	157,298	116,043

All fundraising events income is attributable to unrestricted funds

4 INVESTMENT INCOME

	2024 £	2023 £
Rental income	-	-
Interest receivable	63,571	44,209
	63,571	44,209

Investment income totalling £63,571 are attributable to unrestricted funds (2023: £44,209)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

5 INCOME FROM CHARITABLE ACTIVITIES	2024 £	2023 £
Income from restaurant sales	649,497	546,552
Income from training restaurants - training income	537,538	631,545
Income from events catering - events income	2,580,671	1,874,583
Other charitable income - other income	21,187	127,530
	<u>3,788,893</u>	<u>3,180,210</u>

Incoming resources from charitable activities totalling £3,788,893 are attributable to unrestricted funds (2023: £3,180,210)

6 ANALYSIS OF EXPENDITURE

2024	Staff costs (Note 7) £	Direct costs £	Support costs (Note 6a) £	Total 2024 £
Expenditure on raising funds:				
Expenditure on raising donations	18,691	36,872	6,146	61,709
Charitable activities:				
General charitable activities	488,132	-	160,513	648,644
Restaurant operation, training and mentoring	2,226,106	290,226	732,012	3,248,344
Events operation, training and mentoring	853,869	1,204,026	280,778	2,338,673
Total expenditure	<u>3,586,797</u>	<u>1,531,124</u>	<u>1,179,449</u>	<u>6,297,370</u>

Total expenditure reported above is comprised of £4,590,906 attributable to unrestricted funds (2023: £3,733,501) and £1,706,464 attributable to restricted funds (2023: £1,667,477)

COMPARATIVE INFORMATION: ANALYSIS OF EXPENDITURE FOR YEAR ENDED 31 DECEMBER 2023

2023	Staff costs (Note 7) £	Direct costs £	Support costs (Note 6a) £	Total 2023 £
Expenditure on raising funds:				
Expenditure on raising donations	16,847	31,462	5,661	53,970
Charitable activities:				
General charitable activities	78,130	-	26,252	104,382
Restaurant operation, training and mentoring	2,365,187	364,503	794,724	3,524,414
Events operation, training and mentoring	621,048	888,486	208,678	1,718,212
Total expenditure	<u>3,081,212</u>	<u>1,284,451</u>	<u>1,035,315</u>	<u>5,400,978</u>

6a Analysis of Support Costs	Total 2024 £	Total 2023 £
General expenses	715,589	649,098
Information technology & Computer Costs	80,622	60,933
Marketing & Website costs	37,160	20,905
Insurance	38,834	35,004
Bank charges	16,218	5,772
Depreciation	133,787	133,953
Irrecoverable VAT	(9,099)	2,592
Governance Costs (6b)	166,339	127,058
	<u>1,179,449</u>	<u>1,035,315</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

6b Governance costs	Total 2024 £	Total 2023 £
Trustees Expenses	-	-
Audit fees (i)	49,212	38,033
Legal & professional fees	2,432	2,935
Other professional fees	114,695	86,090
	<u>166,339</u>	<u>127,058</u>

(i) Audit fees analysis	Total 2024 £	Total 2023 £
Audit fees - Current year	28,785	29,635
- prior year (over) / under accrual	5,212	(11,976)
Accounts preparation Fees - Current year	4,950	4,825
Taxation services Fees - Current year	2,640	2,450
Other Non-audit services- Current year	7,625	13,099
	<u>49,212</u>	<u>38,033</u>

7 STAFF COSTS	2024 £	Restated 2023 £
Wages and Salaries		
Social Security contributions	3,189,924	2,747,361
Pension contributions	310,310	260,413
	86,563	73,438
	<u>3,586,797</u>	<u>3,081,212</u>

The average number of employees in the year was 81 (2023: 92)

Staff costs allocated within expenditure as:

	2024 £	2023 £
Expenditure on raising funds		
Charitable activities	18,691	16,847
	3,568,107	3,064,365
	<u>3,586,797</u>	<u>3,081,212</u>

Staff costs shown above is inclusive of:

Employee redundancy and non-contractual termination payments of £84,339 (2023: £58,779) made during the year.

Employees paid over £60,000 fell into the following bands:	2024	2023
£120,000 - £130,000	1	-
£90,000 - £100,000	-	1
£80,000 - £90,000	2	-
£70,000 - £80,000	2	1
£60,000 - £70,000	-	2

Pension contributions for the higher paid employees amounted to £13,440 (2023: £12,427) during the year.

No Trustees were paid any remuneration during the current or previous year. Trustees were reimbursed expenses totalling £Nil (2023: £nil).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

8 TANGIBLE FIXED ASSETS (GROUP)

	Leasehold Property £	Plant & Machinery £	Fixtures & Fittings £	Motor Vehicles £	Office Equipment £	Total £
Cost						
At 1 January 2023	-	479,123	835,480	76,684	28,017	1,419,304
Asset reclassification	2,088	(2,088)	-	-	-	-
Additions	1,149,397	229,711	8,187	29,995	35,693	1,452,983
Disposals	-	(58,257)	(40,438)	-	(19,624)	(118,319)
At 31 December 2024	1,151,485	648,489	803,229	106,679	44,086	2,753,968
Depreciation						
At 1 January 2023	-	297,516	769,458	30,225	27,375	1,124,574
Asset reclassification	1,549	(1,549)	-	-	-	-
Disposals	-	(25,001)	(39,125)	-	(19,624)	(83,750)
Charge for year	27,379	48,573	40,141	14,830	2,863	133,787
At 31 December 2024	28,928	319,539	770,474	45,055	10,614	1,174,610
Net Book Value						
At 31 December 2024	1,122,557	328,950	32,755	61,624	33,472	1,579,358
At 31 December 2023	-	181,607	66,022	46,459	642	294,730

TANGIBLE FIXED ASSETS (CHARITY)

	Leasehold Property £	Plant & Machinery £	Fixtures & Fittings £	Motor Vehicles £	Office Equipment £	Total £
Cost						
At 1 January 2023	-	-	-	-	-	-
Assets transferred from subsidiaries	-	494,351	835,482	76,684	28,017	1,434,534
Asset reclassification	2,088	(2,088)	-	-	-	-
Additions	1,149,397	214,483	8,185	29,995	35,693	1,437,753
Disposals	-	(58,257)	(40,438)	-	(19,624)	(118,319)
At 31 December 2024	1,151,485	648,489	803,229	106,679	44,086	2,753,968
Depreciation						
At 1 January 2023	-	-	-	-	-	-
Assets transferred from subsidiaries	-	311,370	783,170	33,332	27,434	1,155,306
Asset reclassification	1,549	(1,549)	-	-	-	-
Disposals	-	(25,001)	(39,125)	-	(19,624)	(83,750)
Charge for year	27,379	34,719	26,429	11,723	2,804	103,054
At 31 December 2024	28,928	319,539	770,474	45,055	10,614	1,174,610
Net Book Value						
At 31 December 2024	1,122,557	328,950	32,755	61,624	33,472	1,579,358
At 31 December 2023	-	-	-	-	-	-

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

INTANGIBLE FIXED ASSETS (CHARITY & GROUP)

	Website £
Cost	
At 1 January 2024	3,825
Additions	-
Disposals	(3,825)
At 31 December 2024	-
Depreciation	
At 1 January 2024	3,825
Charge for year	-
Disposals	(3,825)
At 31 December 2024	-
Net Book Value	
At 31 December 2024	-
At 31 December 2023	-

9 FIXED ASSET INVESTMENTS

The Clink Charity owns the whole of the share capital of The Clink Trading Limited, a company registered in England and Wales (company number 9926424, registered office 1 London Bridge, London SE1 9BG). The Clink Trading Company operates the events catering in fulfilment of the charity's charitable purpose.

The Clink Charity also owns the whole of the share capital of The Clink Restaurant Company Limited, a company registered in England and Wales (company number 7092125, registered office 1 London Bridge, London SE1 9BG). The Clink Restaurant Company operates the restaurants in fulfilment of the charity's charitable purpose.

The Clink Charity is sole member of The Clink Café Charity, a charitable incorporated organisation "CIO" (charity number 1180942 company number CE015766, register office 1 London Bridge, London SE1 9BG) which operates a café in central Manchester. The Clink Café Charity has ceased trading as at 31 December 2020.

The Clink Charity also owns the whole of the share capital of the following dormant subsidiaries

Entity Name	Company Registration No.	
The Clink Bakery Ltd	12161670	100% wholly owned subsidiary (dormant)
The Clink Café Ltd	12710775	100% wholly owned subsidiary (dormant)
The Clink College Ltd	12704773	100% wholly owned subsidiary (dormant)
The Clink Events Ltd	12161627	100% wholly owned subsidiary (dormant)
The Clink Gardens Ltd	12704769	100% wholly owned subsidiary (dormant)
The Clink Training Ltd	12161764	100% wholly owned subsidiary (dormant)
The Clink Kitchens Ltd	12165242	100% wholly owned subsidiary (dormant)
The Clink and Collect Ltd	12711813	100% wholly owned subsidiary (dormant)
The Clink at Home Ltd	13161527	100% wholly owned subsidiary (dormant)
Catered by Clink Ltd	15755872	100% wholly owned subsidiary (dormant)

All activities have been consolidated in the Statement of Financial Activities on a line by line basis. A summary of the results of the subsidiary are shown below.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

9 FIXED ASSET INVESTMENTS (cont)

	Restaurant		Trading	
	2024 £	2023 £	2024 £	2023 £
Turnover	1,052,495	3,267,308	569,845	1,883,232
Cost of sales	(874,303)	(2,431,703)	(456,414)	(1,437,505)
Gross profit	178,192	835,605	113,431	445,727
Administrative expenses	(291,998)	(1,135,086)	(89,201)	(264,597)
	(113,806)	(299,481)	24,230	181,130
Other operating income	25,315	120,117	16,867	-
Operating (loss) / profit	(88,491)	(179,364)	41,097	181,130
Distributions to parent	(64,200)	-	-	-
(Loss) / Profit for the year	(152,691)	(179,364)	41,097	181,130
Assets	1	394,588	390,879	695,137
Liabilities	-	(241,896)	(1,576)	(346,930)
Net Assets / (liabilities)	1	152,692	389,303	348,207

10 DEBTORS

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	244,652	261,362	244,652	3,900
Prepayments & Accrued Income	475,388	53,313	475,388	-
Other debtors	51,508	150,999	51,508	16,401
	771,548	465,674	771,548	20,301

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Loans payable	38,647	-	38,647	-
Trade creditors	322,664	201,048	321,088	6,906
Taxation and social security	115,608	168,169	116,628	2,435
Lease liability payable	27,873	-	27,873	-
Accruals	138,684	77,880	138,684	14,000
Deferred income (11a)	852,662	2,262,588	852,662	2,194,980
Other creditors	72,943	51,469	72,939	431
Due to subsidiary undertakings	-	-	377,657	7,089
	1,569,082	2,761,154	1,946,179	2,225,841

The deferred income balance of £852,662 (2023: £2,194,980) in the charity comprises income from ticket sales, fundraising and sponsorship for the Clink Ball totalling £97,388 (2023: £18,765) and Clink Kitchens Project Funding received from The Julia and Hans Rausing Trust totalling £755,275 (2023: £2,176,215) which is subject to certain matched funding conditions. The group deferred income balance further includes £Nil (2023: £67,608) for events taking place in 2025.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

11a Deferred income Analysis

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Deferred income at 1 January	2,262,588	1,680,864	2,194,980	1,643,709
Deferred income released in the year	(2,262,588)	(1,680,864)	(2,194,980)	(1,643,709)
Income received in advance	852,662	2,262,588	852,662	2,194,980
Deferred income at 31 December (note 11)	852,662	2,262,588	852,662	2,194,980

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

		Group		Group	
		2024 £	2023 £	2024 £	2023 £
Loans payable	12a	451,103	114,750	451,103	114,750
Repayable grant		210,000	210,000	210,000	210,000
Lease liability payable		53,854	-	53,854	-
		714,957	324,750	714,957	324,750

The Rank Foundation have provided a repayable grant of £210,000 to the charity at a 0% interest rate with no early repayment clause. The trustees of the Rank Foundation have agreed to extend the repayment date from September 2022 to December 2026.

The Treebeard Trust have provided a loan of £75,000 under a Social Funding Agreement to the charity at a 5% interest rate payable annually from the 1st anniversary of the loan. The principal amount is repayable in three equal amounts on the fourth, fifth and sixth anniversary of the loan.

The Barrow Cadbury Trust have provided a loan of £250,000 under a Social Funding Agreement to the charity at a 5% interest rate payable annually from the 1st anniversary of the loan. The principal amount is repayable in full on the sixth anniversary of the loan.

The Thrive Together Loan and Fredricks Foundation Agreement terms are explained in note 12a

12a LOANS PAYABLE (GROUP & CHARITY)

Loans payable includes £114,750 Thrive together fund loan repayable to Social Investment Business Bank and £50,000 Revenue Participation Agreement with Fredricks Foundation.

The Thrive together fund loan terms includes an annual interest charge payment of 7.5% commencing in February 2024 and capital repayments commencing in February 2025.

The Fredrick Foundation agreement stipulates a payment of 0.8% of the sales income generated by the Events division to a maximum of £60,000, payable on a quarterly basis from the first anniversary of the loan.

Capital repayments are due as follows:

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
0 - 1 year	38,647	-	38,647	-
2 - 5 years	123,843	86,148	123,843	86,148
5 years +	327,261	28,602	327,261	28,602
	489,752	114,750	489,752	114,750

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

13 GROUP - RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS

2024	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted funds					
General funds	1,460,816	559,789	(706,604)	(91,186)	1,222,814
Trading funds	(827,808)	3,767,706	(3,884,302)	944,404	-
Total Unrestricted Funds	633,008	4,327,495	(4,590,906)	853,218	1,222,814
Restricted funds					
The Julia and Hans Rausing Trust	157,378	1,420,940	(1,448,114)	54,349	184,553
The Innholders' Charitable Foundation	7,500	30,000	(30,000)	-	7,500
Wendy Osorio	-	35,000	-	-	35,000
The Worshipful Company of Cooks	15,498	20,000	(22,165)	-	13,333
Savoy Education Trust	-	93,140	(40,140)	-	53,000
Antonio Carluccio Foundation	-	35,000	(14,583)	-	20,417
Garfield Weston Foundation	250,000	-	-	(250,000)	-
Lewis Family Trust	3,749	-	(3,749)	-	-
Thrive Together (SIB) Ltd	37,500	-	-	(37,500)	-
Stewardship	39,727	48,000	(62,977)	-	24,750
St Aldhem	-	10,000	(7,500)	-	2,500
Swire Charitable Trust	-	40,000	-	-	40,000
Julia Rausing	-	102,000	-	-	102,000
The Greater London Authority	-	620,067	-	(620,067)	-
HSBC	-	50,000	(50,000)	-	-
Other small grant	-	27,236	(27,236)	-	-
Total Restricted Funds	511,352	2,531,383	(1,706,464)	(853,218)	483,053
Total Funds	1,144,360	6,858,878	(6,297,370)	-	1,705,867

Trading Funds - unrestricted funds held related to trading activities within Clink subsidiaries; transfer of £944k from Trading Fund unrestricted reserves to General unrestricted reserves is reflects decision made to transfer trading activities into the charity in line with the Business Transfer Agreement (see note 15).

COMPARATIVE INFORMATION: GROUP - RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS YEAR ENDED 31 DECEMBER 2023

2023	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted funds					
General funds	1,551,872	216,160	(464,688)	157,472	1,460,816
Trading funds	(829,575)	3,270,580	(3,268,813)	-	(827,808)
Total Unrestricted Funds	722,297	3,486,740	(3,733,501)	157,472	633,008
Restricted funds					
The Innholders' Charitable Foundation	3,717	30,000	(26,217)	-	7,500
Wendy Osorio	33,500	-	(33,500)	-	-
Savoy Education Trust	-	40,140	(40,140)	-	-
The Julia and Hans Rausing Trust	246,375	1,458,527	(1,390,052)	(157,472)	157,378
Antonio Carluccio Foundation	-	35,000	(35,000)	-	-
The Fishmongers' Company	9,000	-	(9,000)	-	-
Garfield Weston Foundation	-	250,000	-	-	250,000
Thrive Together (SIB) Ltd	-	37,500	-	-	37,500
Stewardship	-	98,000	(58,273)	-	39,727
Office of the Police and Crime Commissioner f	-	9,000	(9,000)	-	-
Borrows Charitable Trust COVID19	-	-	-	-	-
COVID19 Graduate Support fund	6,848	-	(6,848)	-	-
Total Restricted Funds	338,134	1,998,167	(1,667,477)	(157,472)	511,352
Total Funds	1,060,431	5,484,907	(5,400,978)	-	1,144,360

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

13 RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS (CONTINUED)

The Innholders' Charitable Foundation provides for mentoring and support for HMP Brixton restaurant. All the funds were utilised during the year 2024

Wendy Osorio provides funding for graduate support costs in the Clink College. This will be utilised during the financial year 2025

The Worshipful Company of Cooks provides funding for sous chef / chef trainer mentor at HMP Highdown and HMP Brixton. A portion of the funds are being carried forward to the financial year 2025

Savoy Educational Trust funding towards the costs of a Bakery Chef Trainer (£40.1k) utilised in the year 2024 at HMP Brixton. An amount of £53.0k is to be utilised towards a trainer and support costs at the Clink College during the financial year 2025

Antonio Carluccio Foundation provides funding, equally, for a chef trainer at HMP Brixton and towards the The Events environment. A portion of the funds are being carried forward to the financial year 2025

Garfield Weston and **Thrive Together (SIB Ltd)** provided Capital funding for the Events expansion project costs at Bessmer Park. All the funds were utilised during the year 2024

The Lewis Family Trust provided funding for Support Workers (Cardiff and Styal). All the funds were utilised during the year 2024

Thrive Together (SIB) Ltd provided funding for legal expenses for the Events expansion project costs at Bessmer Park. All the funds were utilised during the year 2024

Stewardship provides funding for both Event expansion expenses and Marketing resource for Charity. Total expenditure of £63.0k was incurred during the year. A portion of the funds are being carried forward to the financial year 2025

St Aldhem provided Capital funding for the HMP Send glasshouse. A portion of the funds are being carried forward to the financial year 2025

Swire Charitable Trust provided funds to be utilised equally in Catered by Clink and Clink College. This will be utilised during the financial year 2025

Julia Rausing provided funding partly toward HMP Send Gardens (£21.0k) and the HMP Earlestone Gardens (£81.0k) projects. This will be utilised during the financial year 2025

The Greater London Authority provided Capital funding for the Events expansion project costs at Bessmer Park. Amounts transferred to general unrestricted reserves of reflect total amounts capitalised during the year met by funding provided.

HSBC provided Capital funding for the Events expansion project costs at Bessmer Park. All the funds were utilised during the year 2024

The Julia and Han Rausing Trust funds continue to fund the operations of the Clinks Kitchens Project; Clink Kitchens is closing in 2025. During the period of demobilisation, the grant funders have de-restricted the funds utilised in the continued support of the graduates exiting the programmes and leaving prisons

14 GROUP - ALLOCATION OF NET ASSETS

	Fixed Assets £	Current Assets £	Current Liabilities £	Non Current Liabilities £	2024 Total £
General fund	1,579,358	1,927,496	(1,569,082)	(714,957)	1,222,814
Restricted Funds	-	483,053	-	-	483,053
	1,579,358	2,410,549	(1,569,082)	(714,957)	1,705,867
	Fixed Assets £	Current Assets £	Current Liabilities £	Non Current Liabilities £	2023 Total £
General fund	-	2,682,700	(897,134)	(324,750)	1,460,816
Trading funds	294,730	741,482	(1,864,020)	-	(827,808)
Restricted Funds	-	511,352	-	-	511,352
	294,730	3,935,534	(2,761,154)	(324,750)	1,144,360

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

14a CHARITY - ALLOCATION OF NET ASSETS

	Fixed Assets £	Current Assets £	Curent Liabilities £	Non Current Liabilities £	2024 Total £
General fund	1,579,360	1,915,293	(1,946,179)	(714,957)	833,517
Restricted Funds	-	483,053	-	-	483,053
	<u>1,579,360</u>	<u>2,398,346</u>	<u>(1,946,179)</u>	<u>(714,957)</u>	<u>1,316,570</u>

	Fixed Assets £	Current Assets £	Curent Liabilities £	Non Current Liabilities £	2023 Total £
General fund	2	2,682,700	(2,225,841)	(324,750)	132,111
Restricted Funds	-	511,352	-	-	511,352
	<u>2</u>	<u>3,194,052</u>	<u>(2,225,841)</u>	<u>(324,750)</u>	<u>643,463</u>

15 RELATED PARTY TRANSACTIONS

Donations received from trustees in the year amounted to £1,300 (2023: £4,000)

During the year, The Clink Charity provided grants of £636,891 to The Clink Restaurant Company Limited (2023: £2,000,076). Included in the balance sheet for the charity is a balance of £NIL (2023: £7,089) due from The Clink Restaurant Company Limited. Interest of £NIL was charged on the loan balance (2023: £NIL) .

During the year, The Clink Charity provided grants of £Nil to Clink Trading Limited (2023: £NIL) . Included in the balance sheet for the charity is a balance of £377,457 (2023: £NIL) due to Clink Trading Limited. Interest of £NIL was charged on the loan balance (2023: £NIL) .

Following a review of the production capacity of the Clink Events operations it was decided that a new production and training facility should be opened outside of a prison thus enabling not only additional production capacity but also additional training opportunities for those leaving prison. Following a significant fund raising drive the charity has received both grant and social investment support to enable this significant capital project which will open in June 2024. This will enable Clink Events to expand in line with our market demand and which will continue to generate an operating surplus thus contributing towards the cost of the charity's training and support operations.

As part of the review of the activities and operations of the organisation it was decided to reorganise the group and transfer the activities of The Clink Restaurant Company Ltd and Clink Trading Ltd into The Clink Charity. The Business Transfer Agreements to enable this were signed and effective as at April 2024 and the assets of the trading subsidiaries were transferred to The Clink Charity in May 2024 including tangible fixed assets with net book value of £279k (see note 8). A further final gift distribution of £60k was made from The Clink Restaurant Company Ltd to the The Clink Charity during year ended 31 December 2024 (see note 9).

16 Reconciliation of net expenditure to net cash flow from operating activities

	2024 £	2023 £
Net income for the reporting period	561,507	83,929
Adjustments for:		
Rent Receivable	-	-
Investment Income	(63,571)	(44,209)
Depreciation	133,787	133,953
Disposal of fixed assets	19,872	57,468
(Increase) / Decrease in stock	(33,065)	36,855
(Increase) in debtors	(305,873)	(293,740)
(Decrease) / Increase in creditors	(1,204,741)	639,450
Net cash (used in) / provided by operating activities	(892,084)	613,706

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

17 Operating Lease commitments

The group has the below minimum lease payments payable under non-cancellable operating leases arrangements at the reporting date.

	Group			Total 2023 £	Charity	
	Leasehold	Motor Vehicles	Total		Leasehold and Motor Vehicles	
	2024 £	2024 £	2024 £		2024 £	2023 £
Within a year	165,000	31,351	196,351	-	196,351	-
Two to five years	660,000	-	660,000	-	660,000	-
More than five years	36,667		36,667		36,667	
	861,667	31,351	893,017	-	893,017	-

18 Post Balance Sheet Event

Discontinued operations and activities

Kitchens Project

As the grant funding comes to an end, Clink Kitchens is closing in 2025. During the period of demobilisation, the grant funders have de-restricted the funds utilised in the continued support of the graduates exiting the programmes and leaving prisons and an additional £100k.

Other operations

Cost increases and the lack of available students at Styal have resulted in the decision not to renew the 1-year extension on our 10-year contract in Styal, which ends in September 2025. We will demobilise from Styal from this date.

19 COMPARATIVE INFORMATION: STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR YEAR ENDED 31 DECEMBER 2023

INCOME AND EXPENDITURE		Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income					
Income from raising funds	2, 3	262,321	1,998,167	2,260,488	1,323,435
Income from Charitable Activities	5	3,180,210	-	3,180,210	2,687,100
Government CJRS Grant income		-	-	-	-
Income from investments	4	44,209	-	44,209	4,286
Total income		3,486,740	1,998,167	5,484,907	4,014,821
Expenditure					
Expenditure on raising funds	6	53,970	-	53,970	37,942
Expenditure on Charitable Activities		-	-	-	-
Primary purpose trading, training and	6	3,633,497	1,609,129	5,242,626	4,177,243
Other charitable expenditure	6	46,034	58,348	104,382	103,944
Total expenditure	6	3,733,501	1,667,477	5,400,978	4,319,129
Net income / (expenditure) for the year		(246,761)	330,690	83,929	(304,308)
Gross transfers between funds	13	157,472	(157,472)	-	-
Net movements in funds		(89,289)	173,218	83,929	(304,308)
Funds brought forward	19	722,297	338,134	1,060,431	1,364,739
Funds carried forward		633,008	511,352	1,144,360	1,060,431

THE CLINK CHARITY

England & Wales - Charity number 1134581

Accounts

THE CLINK CHARITY

Limited by guarantee

Registered Charity Number 1134581

Registered Company Number 07157540 (England and Wales)

**CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

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THE CLINK CHARITY

TRUSTEES, OFFICERS, AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2023



Trustees & Directors

W Atkinson
M Balogun (appointed 19th January 2024)
B Ignjatovic
C Juman
K McGrath
D Morgan (appointed 13th July 2023)
H Morley (appointed 13th July 2023)
N Patel (appointed 23rd February 2023)
F Scott
D Walker
T Wates (resigned 27 April 2023)

Registered Office (to 22 June 2024)

His Majesty's Prison High Down
High Down Lane
Sutton
Surrey
SM2 5PJ

Registered Office (from 22 June 2024)

Units 1 &2
Bessemer Park
250 Milkwood Road
London
SE24 0HG

Chief Executive

Y M Thomas

Company Secretary

D Whitworth

Bankers

Coutts & Co
440 Strand
London
WC2R 0QS

Nat West
135 Bishopsgate
London
EC2M 3UR

Solicitors

Howard Kennedy LLP
No 1 London Bridge
London
SE 1 9BG

Auditors

Moore Kingston Smith LLP
9 Appold Street
London
EC2A 2AP

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023**

Chair's Statement

The Clink Charity is now in our 13th year of operation having trained and supported more than 3,000 students in prisons. We were founded as a response to the social and personal chaos suffered by both victims and perpetrators because of reoffending. Our mission is to both prevent offending and to address reoffending by providing a pathway out of the negative social and behavioural spiral that results in criminal behaviour. We do this through providing professional training in hospitality and horticulture, and through intense support and mentoring to help our graduates into employment and a life free of offending.

We set ourselves a 2023 ambition to train 750 people in prisons and in the community. We exceeded this having trained 800 people, with 550 externally recognised qualifications awarded up to and including NVQ Level 3 – the equivalent of 2 "A" Levels in general education. We supported 189 people leaving prison of whom 52% are in sustainable employment and a further 24% are working towards employment with the help of our support and mentoring teams in the community.

Our social enterprise, Clink Events, had an exceptional year serving 30,000 guests at 200 events whilst delivering more than 23,000 training hours. 71% of all delivery was achieved by our students directly supplemented by professional trainers and external events staff required for our larger events in the City of London.

The Board of Trustees has adopted a forward-looking strategy designed to ensure that the Charity remains relevant and sustainable. We made considerable progress in 2023 with The Clink Charity becoming accredited to deliver apprenticeships by the Department of Education, and the achievement of the exacting Matrix standard for our support and mentoring services.

We determined that a successful charity needs to be able to demonstrate a balanced funding portfolio while staying true to its mission. We intend to achieve this through a combination of winning appropriate contracted services and by expanding our Clink Events social enterprise. In what was a breakthrough year for the charity, we planned a new production kitchen to double our Clink Events training and delivery capability – our first outside of a prison. The positive reaction of grant funders and social investors to our business plans was encouraging and with their help and support, we secured our new premises at the end of 2023. The new production and training facility will open in mid-2024 enabling us to train not only people in and leaving prison, but young people at risk of entering the criminal justice system, thus further discharging the preventative part of our mission.

The Clink Charity's students are supported by our staff of 80 Chef Trainers, Gardener Trainers, and our support and mentoring team. They are at the heart of our rehabilitation service, collaborating with people both inside and outside of prison. The complexity of the often-fractured lives of our students and graduates requires skill, empathy and understanding on the part of our support staff. They need to be expert in solving problems of accommodation, of rebuilding confidence, family relationships, debt management and helping our graduates find work with one of our brilliant employers at a time that is right for them. Our staff are dedicated, patient, exceptional people who embody what The Clink Charity stands for. On behalf of the Board, I would like to thank you all for your remarkable work in helping our students and graduates to achieve success.

There will always be a need for philanthropic support of our work, and we are truly thankful to the individuals, companies, and foundations who supported us in 2023. We were particularly grateful for the considerable support shown by new funders when we sought support for our additional training and production facility. On behalf of the Board of Trustees I would like to thank all who have donated and invested in our vision of providing life chances to people who need and want them.

As ever, our friends and supporters in the hospitality industry continued to be a mainstay of our success. They provided funding, time, expertise, and employment opportunities. We hope that we continue to, in part, repay their generosity by providing professionals for the industry.

Much of our work takes place inside prisons. It has been a challenging year for His Majesty's Prison and Probation Service as the toll of funding cuts, an ageing estate and pressures on the prison population continue. I would like to

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thank everyone we work with in HMPPS for their support, their public service and for helping us to deliver our charitable mission despite their day-to-day challenges.

One of our most important outcomes is employment. In 2023 we worked with a wide range of employers placing over 90 individuals into work. In what is a major development for both the charity and our employer partners, we reached agreement with three national employers to provide apprenticeship training in partnership with HIT training. Our first apprentices started in The Clink Styal in 2024 in what we expect to be an ongoing programme of professional development with our valued employer partners.

Once again, The Clink has, with the help of a wide range of organisations and individuals, made a difference to hundreds of people in prison and those at risk of entering prison. We could not do this without a lot of support, but we remain amazed and grateful at the level of help and engagement we receive from all the organisations and individuals who make up our world. Together, we are helping people change their lives for the better to the benefit of us all.

Chief Executive's Report

After the post-pandemic consolidation year that was 2022, I am pleased to report that in 2023, our training and rehabilitation services benefitted more students and graduates than at any time in our history with 830 students going through training during the year and 550 City and Guilds qualifications being attained. In terms of outcomes, we achieved a 52% employment rate, approximately double that of the general prison population.

Quality and Standards

It has been a year of progress and growth for The Clink Charity. We achieved accreditation to deliver apprenticeships and we successfully accredited our support and mentoring service to the exacting Matrix standard, both accreditations being granted by the Department of Education. Both are significant enablers to the delivery of our strategy and continue our commitment to externally scrutinised quality standards. The quality of our training was monitored by City and Guilds who are our awarding body for qualifications. External quality audits returned excellent results and we are confident that we can justify our claim that quality sits at the heart of everything we do. This claim was recognised by the hospitality industry when we were named "SME Training Provider of the Year" at the prestigious Institute of Hospitality awards.

Commitment to rehabilitation support

While we value the awards we receive, the best "award" is what our students achieve after training and release from custody. We collaborated with several new employers during the year and feedback from our students and graduates was highly positive. Despite the funding challenges, we continue to provide every graduate who wants support unlimited engagement post release. We recognise that the success they achieve takes different routes and requires individualised support that cannot be delivered if an artificial time limit is imposed on rehabilitative support work. We do not intend to move away from this commitment.

Using technology

We developed our reporting and monitoring systems which are an increasingly important part of what we as charities need to do in demonstrating our effectiveness. We invested in a case monitoring and tracking system which goes live in 2024, and in a ground-breaking development, partnered with an AI company to bid and win an innovation grant from the Ministry of Justice. This two-year pilot is being used to evaluate curriculum development and delivery for students in prison who do not have English as a first or serviceable language. We see wide applications for this technology as a supplement to our traditional teaching methods. In our back-office operations, we implemented paperless invoicing with our many suppliers, streamlining our existing processes and preparing us for further growth without incurring overhead growth.

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The Clink Restaurants in High Down, Brixton and Styal performed well in 2023 despite the dual challenges presented by the cost-of-living crisis and the pressures the prison estate itself is under. All our restaurants were named in the top 10% of restaurants worldwide by Trip Advisor which is testament to the hard work and dedication of our students and our staff.

In October, Michelin starred chef Glyn Purnell cooked and served alongside women training at Styal to produce a four course dinner attended by 65 guests in the evening, and in November, The Clink's chef ambassador, Cyrus Todiwala OBE DL cooked a delicious menu with our students for a Portuguese-Goan inspired menu serving over 70 guests in our Brixton restaurant. Students benefit from working with the best in the profession, and we are grateful to everyone in the hospitality industry who help and support us by working with our students, by providing grants and goods, and by employing our graduates.

We took part in our second Unlocking Hospitality campaign in partnership with New Futures Network, part of His Majesty's Prison and Probation Service. As well as supporting 8 regional events in prisons around the country, we ran three dedicated employer networking events at our restaurants. We were delighted to be joined by 40 representatives from the UK hospitality industry and employment offers followed.

Clink Events enjoyed a spectacular year serving approximately 30,000 guests across 200 events in 2023. All the food for these prestigious events was prepared by women in HMP Downview studying for their City and Guilds Level 2 and Level 3 qualifications under the supervision of our Chef Trainers. This remarkable social enterprise added to its' prestigious list of venues with Westminster Abbey, The Design Museum, The Roundhouse and Battersea Arts Centre all adding us as accredited suppliers. More than 20 women benefited from training in HMP Downview all of whom attained City and Guilds qualifications with 2 achieving the exacting NVQ Level 3.

We have a history of training and employing young people who may be at risk of entering the criminal justice system in Clink Events and we took a significant step towards expanding this vital work with the development of an 'Introduction to Events Hospitality' Certificate in partnership with the Institute for Hospitality. Aimed specifically at young people, it is designed to equip them to work at events and to help them decide whether they would like to pursue more advanced qualifications or an apprenticeship in the industry.

The Clink Events social enterprise has been so successful that we were turning down business due to a lack of production capacity and student training capacity. During 2023, we built a business case to expand the training and production operations and raised funding through grants and social investment for a new production kitchen which will be based in Herne Hill in South London. The facility will train and employ people in and leaving prison, will increase our production and training capacity and will help to generate funding surpluses to contribute to the cost of our support and mentoring services.

The Clink Gardens at HMPs Send and High Down had an exceptional year, training 64 students. 39 qualifications were completed and our Head Trainer, Steve Head, was recognised in the Inspire Justice awards, receiving a national award for his pioneering work at HMP Send. We continued our innovative "Plot to Plate" programme for women with multiple challenges who struggle to engage with education or activities in prison. This intensive programme has shown remarkable benefits to the women who have engaged.

The Clink Kitchens project expanded during the year. After considerable re-mobilisation post pandemic, it was gratifying to help just over 500 students through this programme – more than double the number trained in 2022. We opened some new sites and closed others as the prison population continued to change making sites more or less suitable for vocational training delivery. Despite the operational challenges and with the help of HMPPS, we achieved an occupancy rate of 70% of our training places which compares very favourably to other vocational training schemes in prisons. As the project has matured, we have realised an early ambition to ensure that students could complete qualifications if they were moved mid-sentence. We qualified and supported 53 students to complete NVQs despite short notice moves, often to prisons a long way from their original training site. We believe this to be a first in the prison estate.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2023

The Clink Bakery opened in HMP Brixton at the end of 2022. It has been an incredible year for the students and the Clink team who have made it successful. We trained 20 students during the year with 8 achieving qualifications including 4 attaining the demanding NVQ Level 2 Patisserie qualification. We were delighted to be named "Social Enterprise Bakery of the Year" at the National Bakery Awards. The students and staff continued to work incredibly hard throughout the year baking goods which not only supported qualification achievement but also helped to raise awareness of our work through attending several markets around London. The year ended on a high as students prepared over 200 Christmas hampers, 5000 mince pies and 150 Christmas puddings. The students continue to achieve, and graduates have entered employment in the industry.

Clink Support and Mentoring

Our support and mentoring team had a challenging year. Faced with rising numbers of students, the team was expanded. The people we supported were presenting with more complex needs both in and on leaving prison. Pressures on the prison estate resulted in an increased level of short notice moves between establishments and our support workers spent much time tracking down our students and graduates. As well as supporting the ongoing needs of graduates released in 2022, a further 170 people required and received support in 2023.

The support and mentoring team developed processes to deal with transfers, built networks in release areas and led the development and delivery of training for all Clink staff in Professional Boundaries training. In recognition of the increasing complexity of our students' requirements, we intend to educate our staff in Trauma Informed practise.

The support and mentoring team lead our employment work. The appointment of a national employer manager in 2023 has resulted in strategic partnerships with Compass, Sodexo and Ask and a general increase in employer engagement. 52% of our graduates were supported into work in the year with a further 24% actively seeking employment with our support.

Pressures on both prison and local authority resource mean that we do not expect the challenges of post release support to ease. Access to accommodation and mental health services remain particularly challenging and without these basics being provided, employment, which is proven to create stability and reduce reoffending, remains challenging.

The intensive, personalised, service that our support and mentoring team offers to our students and graduates mitigates against the lack of services – our graduates have knowledgeable advocates who help them through the system and who access services from other charities wherever possible. It is because of the charitably funded support and mentoring service we provide that our graduates achieve a level of social stability that is much higher than that of their prison peer group and which results in lower reoffending.

Our Future

We reported last year that we needed to plan for replacement/substitutional funding for our Clink Kitchens project which will end in March 2025. We have continued our success in winning and delivering new projects under the HMPPS Dynamic Procurement Service framework contract, and we are planning towards being a supporting provider in the delivery of the new Prison Education Services (PES) contracts which we believe is the appropriate funding route for the continuing delivery of the 324 plus vocational qualifications currently provided free of charge to HMPPS via Clink Kitchens. The PES competition is underway, and we are engaged with all potential prime providers.

New contracted revenues allow us to deliver our mission while helping HMPPS and the Ministry of Justice to delivery theirs. We reported last year that we had decided to invest in becoming an apprenticeship provider. We have now achieved that accreditation and intend to deliver apprenticeships both in prisons and in our own new production facility in Herne Hill. This has been enabled not only by new legislation allowing prisoners to become apprentices but also through a strategic partnership with hospitality industry specialists, HIT Training with whom we are working. As planned, we now have our first apprentices on programme in HMP Styal and will continue to grow this part of our training offer.

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A further challenge is that of our restaurants. Funding pressures on public services have coincided with the expiry of our contracts and leases at HMPs Styal, Brixton and High Down. We are anticipating competitive bidding for the continuation of these facilities to commence towards the end of 2024 and funding to be withdrawn requiring the facilities to be operated on a cost-neutral basis. That represents a significant challenge for any potential operator and represents a risk to what has been a significant rehabilitation service for over ten years. We are working on operating models and partnerships to determine the best way to respond to the anticipated competitions.

A major positive strategic development is the opening of our new production and training facility in London which will enable Clink Events to expand in line with our market demand and which will continue to generate an operating surplus thus contributing towards the cost of our training and support operations. We have received both grant and social investment support to enable this significant capital project which will open in June 2024.

Delivering Outcomes

As reported last year, reoffending figures remain difficult to interpret against a backdrop of court backlogs. According to the Home Office, meaningful comparisons of reconviction rates post-pandemic are "challenging." This has a direct effect on the relevance of the MOJ reoffending rate calculation. We continue to use an interim measure of Clink graduates achieving employment until the criminal justice system's challenges are resolved which we would hope to happen by 2025. We will continue to monitor reduced reoffending but will report on employment outcomes each month.

Our employment outcomes remained strong in 2023, with 52% of all Clink-supported graduates entering the workforce, approximately double that of the general prison population. Our post pandemic 2-year average is 60% of students into employment. We have expanded our qualification portfolio during the year to reflect the changing needs of our students in prison adding in both shorter qualifications and the longer apprenticeships qualifications.

Concluding remarks

Our charity can only discharge its mission with help. Once again, the hospitality industry, the Livery Companies, Foundation Funders, Grant Making bodies and generous individuals have made it possible for us to make a difference to more than 800 more people in 2023. Thank you all for your generosity and we hope you continue to find us a worthwhile and trustworthy partner to deliver the social outcomes we are all working to achieve.

Our Clink Ambassadors drawn from across a wide range of hospitality, business and horticulture backgrounds remain stalwart in their support and I would like to thank Cyrus Todiwala and Vic Laws who are unwavering in their support and generous with their time.

Our Board of Trustees continues to steer the charity through challenges, and I would like to thank all our Trustees for their time and their wisdom. Our Chair, Finlay Scott, remains The Clink's biggest advocate as well as its strategic leader. His passion for rehabilitation remains fierce and is an inspiration to us all.

The Clink Charity operates primarily in prisons which continue to have extremely difficult challenges both operational and financial. Despite the incredible pressures, HMPPS staff, governors and officers remain supportive and demonstrate remarkable commitment to the Clink way of delivering training and rehabilitative interventions. We will do our best to continue delivering for you wherever we can.

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And finally, to the most important people in The Clink. My colleagues continue to inspire me. They help people change their lives daily – something not many people can ever claim to do. They work long hours in difficult environments. They cope with the dual demands of working in hospitality/horticulture and working in prisons. Our support workers drive for hours tracking down documents, contacts, jobs – all to help an individual turn their life around. They are truly remarkable and are the heart and soul of our charity.

Thank you to all our trainees, graduates and stakeholders from all parties for helping The Clink Charity deliver its mission thereby helping people rebuild their lives for themselves their families and their friends.

Yvonne Thomas

Chief Executive

April 2024

The Clink in numbers - 2023



CLINK EVENTS



STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its memorandum and articles of association and constitutes a company limited by guarantee as defined by the Companies Act 2006.

Organisational structure

Trustee Board

The Charity is governed by a Board of Trustees Chaired by Finlay Scott which supervises the senior leadership team (SLT) and staff headed up by the Chief Executive Officer, Yvonne Thomas. The Board of Trustees meets four times each year to set and oversee the delivery of the Charity's objectives.

During 2024 Finlay Scott will be stepping down from the Board and his role as Chair will be taken by Bojana Ignjatovic. Finlay has chaired the Charity since it was formed in February 2010 his energy, leadership and guidance have been instrumental in its success to date.

The Board has a clear and well-understood governance role, approving the strategy, annual budgets and reviewing the management accounts and cash flows on a quarterly basis. The Trustees ensure that risk is well understood and managed, and that the charity is operating legally and in full compliance with our charitable objectives, ethos, and values.

The Board appoints and delegates the delivery of the strategy and management of the operation of the charity and its subsidiaries to the CEO, who in turn appoints and manages the SLT. SLT comprises the CEO, the Finance Director, the Training and Operations Director, the Support and Mentoring Director, the Events Managing Director and the Director of Quality and Training. The SLT meets monthly to review in detail all aspects of the operations including the training, support and mentoring of the beneficiaries of the Charity as well as safeguarding, health, and safety.

There are two additional Trustees committees that meet regularly:

- **Audit and Risk Committee** – this meets with the external auditors twice yearly; once to review the systems and internal controls on financial and governance issues and make any recommendations to the Trustee Board with a second meeting to review the draft Annual Report and Accounts prior to sending to the Board for approval and signing.
- **People Committee** – this reviews and recommends to the Trustee Board staff remuneration, including the salaries of the SLT. The Committee takes into account the responsibilities of the role and the need to set competitive salaries against what is affordable for the organisation.

Trustee training and induction

Our Trustees have been carefully selected from business, education, legal, financial, property and building experience. Upon appointment Trustees are given a copy of the Charity Commission document "The Essential Trustee – What you need to know" and asked to read it. They also spend time with the Chairman, CEO and SLT to familiarise themselves with the operations of the Charity and the Operations to ensure that they understand the aims and the objectives of the Charity are achieved.

Risk management

The Trustee Board is responsible for the oversight of the risks faced by the Charity. The Trustee Board and Audit and Risk Committee regularly review the Charity's risk position, internal controls assessment and compliance with relevant statutory and finance regulations. Based on the Charities Commission's Guidance "Charity Reserves: building resilience" the Charity has a risk-management process designed to identify the major risks that could impact on the aims in the Charity's Strategic Plan. This process identifies the major risks the Charity faces, the likelihood of occurrence, the significance of the risk, and any mitigating controls that are in place. It also seeks to identify any actions and resources required to manage these risks further.

Principal risks and uncertainties

Despite the challenges presented by the cost of living crisis and the pressures of the prison estate The Clink Charity continued, with the help of our partners and supporters, to deliver training and during 2023 833 students were trained across all our operations (in 33 sites across England & Wales) enabling them to gain 550 qualifications.

The funding pressures on public services have coincided with the expiry of our contracts and leases at HMPs Styal, Brixton and High Down. We are anticipating competitive bidding for the continuation of these facilities to commence towards the end of 2024 and funding to be withdrawn requiring the facilities to be operated on a cost-neutral basis. That represents a significant challenge for any potential operator and represents a risk to what has been a significant rehabilitation service for over ten years. We are working on operating models and partnerships to determine the best way to respond to the anticipated competitions.

The resettlement and support workers continue to provide both mentoring and financial support to the students up to and after their release and of the 170 students released 52% were helped into employment with a further 24% working towards employment.

During 2023 it was decided that the charity should seek new income streams and therefore opportunities were looked for within the HMPPS Dynamic Procurement System and following success with a number of bids we were awarded contracts to deliver new projects. Building on this success in 2024, the charity is working towards becoming a supporting provider in the delivery of the new Prison Education Services (PES) contracts. In addition during 2023 the charity sought to gain accreditation in becoming an apprenticeship provider, following the award of the accreditation in 2024 we are now training apprentices in our restaurant at HMP Styal, these are exciting times for the Charity.

Following a review of the production capacity of the Clink Events operations it was decided that a new production and training facility should be opened outside of a prison thus enabling not only additional production capacity but also additional training opportunities for those leaving prison. Following a significant fund raising drive we were delighted to have received both grant and social investment support to enable this significant capital project which will open in June 2024.

This will enable Clink Events to expand in line with our market demand and which will continue to generate an operating surplus thus contributing towards the cost of our training and support operations.

With all of these new initiatives the Trustee Board maintains a very close relationship with the SLT to review the work of the charity, the operating plans and the budgeting processes for the current year. These reviews covered income and expenditure forecasts and cash flows. As part of these reviews the Trustees considered the viability of all existing and new operations.

The CEO continued to maintain regular contact with all our funders and is assured that they will continue to support the charity's programme of training and mentoring with all current and future pledges. Due to the generous support of our funders and our partners at HMPPS the charity continues training and supporting released prisoners.

Safeguarding

During 2023 all new staff underwent online training. We now have full compliance from site and operational level right through the organisation right up to a DSO on the board of trustees. The Safeguarding policy was updated at the beginning of 2023.

Health and Safety

Fire, health & safety, food hygiene and allergen awareness are at the core of what we do, and we have engaged an external company to audit our process and procedures at all our premises on an annual basis. In addition, local Environmental Health Officers inspect our premises and currently we have 5-star ratings across all locations. Our staff are trained in Emergency First Aiders in the workplace and obtain the following qualifications: Health and Safety (Level 2 or 3), Food Hygiene (Level 2, 3 or 4) and Allergens Awareness (Level 2).

OBJECTIVES AND ACTIVITIES

Significant activities

To ensure the success of the programme, The Clink Charity has developed a five-step integrated model that could be applied across more prisons across the country and to further expand The Clink concept.

The five-step model focuses on Recruitment, Training, Supporting, Employment and Mentoring. This model has dramatically reduced the reoffending rates of those who have been part of the training programme. The Clink employs 75 fulltime and parttime employees most of these are prisoner facing staff and undergo TAQA (Training Assessment Quality Assurance) training to ensure that the standard of training and assessing students is consistent and of the highest possible quality.

The Clink Charity's fulltime support workers work closely with each of the prisoners in training. Upon release they help graduates find employment and they mentor them weekly for 6 to 12 months, to help them reintegrate back into society.

Public benefit statement

The Trustees confirm that they have given due consideration to Charity Commission published guidance on the operation of the Public Benefit requirement in relation to the activities of the charitable company.

Financial Review

During 2023 our income rose from £4,014,821 in 2022 to £5,484,907, as we continued to raise money from donations and grants and our trading operations reopened. The end of year results showed a surplus of £83,929 (2022 deficit of £304,308).

We were incredibly grateful to our generous supporters who continued to donate to support our work so that during the pandemic we were able to continue to assist our beneficiaries, we were also very grateful for the support from our partners HMPPS. The Charity raised £141,278 (2022: £189,328) by way of general donations. During the pandemic and post pandemic period, these funds were used to help the beneficiaries with their day-to-day needs including help with finding and paying for accommodation, uniform and day to day living expenses.

As part of the review of the activities and operations of the organisation it was decided to reorganise the group and transfer the activities of The Clink Restaurant Company Ltd and Clink Trading Ltd into The Clink Charity. The Business Transfer Agreements to enable this were signed in April 2024.

Reserves Policy

The Trustees' objective is to have a cash reserve that is sufficient for the Charity to fulfil its obligations in response to any major unexpected financial situation. The SLT tightly control expenditure and set fully costed and realistic budgets, management accounts and cash flows are reviewed by the SLT monthly and by the Board quarterly. In addition, the Board has a policy regarding new projects and will never embark on a new project without having first built-up sufficient funds to cover the capital and any initial running costs.

The reserve target level of £175,000 was set in 2016 and following a review in November 2019 remains at this level. At the end of 2023, the Group had total reserves of £1,144,360 of which £511,352 represents restricted funds. Unrestricted funds of £633,008 are largely invested within fixed assets of £294,740 and as such the group has free reserves of £338,278 (2022 was £258,463) which is in line with target levels.

Fund Raising methods and processes

The Charity has always depended on the generosity and support of various grant giving trusts, foundations, companies, and philanthropic individuals to build and fund the projects.

No external fund raisers are used. The CEO and Finance Director had a successful year raising funds for specific projects and core costs. Once a specific project is identified a proposal is prepared and sent to the organisation

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(usually grant giving trusts) which has expressed an interest. In the case of capital projects, no work is started until all funding has been secured and the Board has approved it.

Once a grant has been received we work with the donor to ensure that they have all the information that they require to monitor the impact that their donation has achieved, this usually means a report that is required under their grant giving due diligence procedures together with regular updates that may concern the charity in general or their donation in particular. During this year, the CEO has remained in close contact with all our generous partners keeping them updated with the work of the charity and stressing the importance of their valuable contribution to our work.

In 2023 the Charity raised £141,278 (2022 £189,328) from individual donations and £2,003,167 (2022 £1,074,008) from Grants. In addition over £55,000 was raised from our various fund raising events (Annual Ball, Golf Day and Clink at the Canalside).

The Clink is now an established Charity and has a loyal group of funders and charitable trusts all of whom carry out periodic due diligence checks. The Board is confident that the continuing capital that is required to roll out current and future plans will be funded by them.

There are a great many kind individuals who have donated to our work either directly, via CAF, Charities Trust, Stewardship or online via Just Giving, Amazon Smiles, Donr, and we are extremely grateful for their generosity and support.

We would also like to thank all the Charitable Trusts and Corporate Funders that have supported our work this year, we highlight here the donations of those who have kindly contributed £2,000 or more during 2023:

Antonio Carluccio Foundation
Charitable Giving
Curtis Juman
Garfield Weston Foundation
George & Rosie Peck
HSBC Charitable Giving Foundation
JP Jacobs Charitable Trust
Primeware Ceramics
Stewardship
Surrey PCC
The Big Give
The David & Ruth Lewis Family Charitable Trust
The Innholders Charitable Foundation
The Julia & Hans Rausing Trust
The Savoy Education Trust
The Worshipful Company of Cooks
Thrive Together (SIB) Ltd
William Brake Charitable Trust

The work of the charity not only changes lives of the Clink graduates but also their families and friends as well as making society a safer place and saving the taxpayers money.

**REPORT OF THE TRUSTEES
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Statement of Trustees' responsibilities.

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the income and expenditure of the charitable group 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 and make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards 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 remain in business.

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 and the Charities Act 2011, the Charity (Accounts and Report) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In as far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any of any relevant audit information and to establish that the auditor is aware of that information.

On behalf of the Board



Finlay Scott – Trustee

Date: 15th July 2024

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
THE CLINK CHARITY
FOR THE YEAR ENDED 31 DECEMBER 2023**

Opinion

We have audited the financial statements of The Clink Charity (the 'charitable company') for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities (including summary Income and Expenditure Account), the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement 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 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 group's and the parent charitable company's affairs as at 31 December 2023 and of the group's 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 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 the company'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 trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
THE CLINK CHARITY
FOR THE YEAR ENDED 31 DECEMBER 2023**

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 strategic report and the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' report have 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees 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 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 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 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 is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
THE CLINK CHARITY
FOR THE YEAR ENDED 31 DECEMBER 2023**

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

THE CLINK CHARITY



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF
THE CLINK CHARITY
FOR THE YEAR ENDED 31 DECEMBER 2023**

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

18 July 2024

James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2023

INCOME AND EXPENDITURE	Note	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income					
Income from raising funds	2, 3	262,321	1,998,167	2,260,488	1,323,435
Income from Charitable Activities	5	3,180,210	-	3,180,210	2,687,100
Income from investments	4	44,209	-	44,209	4,286
Total income		3,486,740	1,998,167	5,484,907	4,014,821
Expenditure					
Expenditure on raising funds	6	53,970	-	53,970	37,942
Expenditure on Charitable Activities					
Primary purpose trading, training and mentoring	6	3,633,497	1,609,129	5,242,626	4,177,243
Other charitable expenditure	6	46,034	58,348	104,382	103,944
Total expenditure	6	3,733,501	1,667,477	5,400,978	4,319,129
Net income / (expenditure) for the year		(246,761)	330,690	83,929	(304,308)
Gross transfers between funds	13	157,472	(157,472)	-	-
Net movements in funds		(89,289)	173,218	83,929	(304,308)
Funds brought forward	19	722,297	338,134	1,060,431	1,364,739
Funds carried forward		633,008	511,352	1,144,360	1,060,431

All amounts derive from continuing activities.

The charitable company has no recognised gains or losses other than the net income for the year.

The accompanying notes form part of these financial statements.

THE CLINK CHARITY
 CONSOLIDATED AND CHARITY BALANCE SHEETS
 FOR THE YEAR ENDED 31 DECEMBER 2023



	Note	Group		Charity	
		2023 £	2022 £	2023 £	2022 £
Fixed assets					
Fixed Assets	8	294,730	463,834	-	-
Investments	9	-	-	2	2
		<u>294,730</u>	<u>463,834</u>	<u>2</u>	<u>2</u>
Current assets					
Stock		48,551	85,406	-	-
Debtors	10	465,674	171,934	20,301	11,402
Cash at bank		3,421,309	2,670,960	3,173,751	2,456,529
		<u>3,935,534</u>	<u>2,928,300</u>	<u>3,194,052</u>	<u>2,467,931</u>
Creditors: amounts falling due within one year	11	<u>(2,761,154)</u>	<u>(2,121,703)</u>	<u>(2,225,841)</u>	<u>(1,696,630)</u>
Net current assets		1,174,380	806,597	968,211	771,301
Creditors: amounts falling due within more than one year	12	<u>(324,750)</u>	<u>(210,000)</u>	<u>(324,750)</u>	<u>(210,000)</u>
Net assets		<u>1,144,360</u>	<u>1,060,431</u>	<u>643,463</u>	<u>561,303</u>
Funds	13				
Unrestricted funds		633,008	722,297	132,111	223,169
Restricted funds		511,352	338,134	511,352	338,134
		<u>1,144,360</u>	<u>1,060,431</u>	<u>643,463</u>	<u>561,303</u>

The surplus for the financial year dealt with in the financial statements of the parent charity totalled £82,162 (2022: £210,220 deficit)

The accompanying notes form part of these financial statements.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

On behalf of the Board

Finlay Scott - Trustee

Date: 15th July 2024

Company registration number: 07157540

CONSOLIDATED CASHFLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	2023 £	2022 £
Cash flows from operating activities:			
Net cash provided by / (used in) operating activities	16	613,706	(898,505)
Cash flows from investing activities:			
Interest receivable	4	44,209	4,286
Acquisition of property, plant and equipment	8	(22,316)	(87,425)
Net cash provided by / (used in) investing activities		<u>21,893</u>	<u>(83,139)</u>
Cash flows from financing activities:			
Cash inflows from new borrowing		114,750	-
Net cash provided by financing activities		<u>114,750</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		750,349	(981,644)
Cash and cash equivalents at the beginning of the reporting period		2,670,960	3,652,604
Cash and cash equivalents at the end of the reporting period		<u>3,421,309</u>	<u>2,670,960</u>
Analysis of Cash and Cash Equivalents			
		2023 £	2022 £
Cash at bank		311,407	345,064
Short Term & Immediate Notice deposits		3,109,902	2,325,896
Total cash and cash equivalents		<u>3,421,309</u>	<u>2,670,960</u>
Analysis of Changes in debt			
	1 Jan 2023 £	Cashflows £	31 Dec 2023 £
Cash at bank	2,670,960	635,599	3,306,559
Loans falling due within one year	-	-	-
Loans falling due after more than one year	-	114,750	114,750
	<u>2,670,960</u>	<u>750,349</u>	<u>3,421,309</u>

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023



1 ACCOUNTING POLICIES

Accounting Convention

The financial statements are prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The charitable company is a public benefit entity for the purpose of FRS102 and therefore the charity and group's financial statements have been prepared in accordance with Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic or Ireland (the FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared on a going concern basis which assumes the charitable group will continue in operational existence for the foreseeable future.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. During 2023 it was decided that the charity should seek new income streams and therefore opportunities were looked for within the HMPPS Dynamic Procurement System and following success with a number of bids we were awarded contracts to deliver new projects. Building on this success in 2024, the charity is working towards becoming a supporting provider in the delivery of the new Prison Education Services (PES) contracts. In addition during 2023 the charity sought to gain accreditation in becoming an apprenticeship provider, following the award of the accreditation in 2024 we are now training apprentices in our restaurant at HMP Styal.

As part of the review of the activities and operations of the organisation it was decided to reorganise the group and transfer the activities of The Clink Restaurant Company Ltd and Clink Trading Ltd into The Clink Charity. The Business Transfer Agreements to enable this were signed in April 2024.

The trustees have reviewed the organisations forecast income, expenditure and cashflows for the period of at least 12 months from approving these accounts and the Trustees have concluded that the charitable group has adequate resources to meet its liabilities as they fall due and will continue in operational existence for the foreseeable future. Accordingly, the financial statements are presented on a going concern basis.

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries The Clink Restaurant Company Limited, Clink Trading Limited and The Clink Cafe Charity. A separate statement of financial activities is not presented for the charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is at the following annual rates to write off each asset over its estimated useful life:

Leasehold	10%	per annum
Plant and machinery	10%	per annum
Fixtures and fittings	10%	per annum
Motor vehicles	10%	per annum
Computer equipment	20%	per annum

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving

Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all its financial instruments.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at the amount receivable and subsequently adjusted for any impairment or other change in consideration expected to be received on settlement

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

Basic financial liabilities

Basic financial liabilities, including trade and other creditors, bank loans, loans from fellow group companies, are initially measured at the amount payable and subsequently adjusted for any changes in consideration expected to be paid on settlement.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

2 VOLUNTARY INCOME

	Unrestricted £	Restricted £	2023 £	2022 £
Donations	135,082	-	135,082	181,858
Gift aid	6,196	-	6,196	7,470
Grants	5,000	1,998,167	2,003,167	1,074,008
	<u>146,278</u>	<u>1,998,167</u>	<u>2,144,445</u>	<u>1,263,336</u>

Of total voluntary income reported above, £146,278 are attributable to unrestricted funds (2022: £197,328) and £1,998,167 attributable to restricted funds (2022: £1,066,008)

Grants included in the above are as follows:

2023	Unrestricted £	Restricted £	2023 £	2022 £
Raising Foundation	-	1,458,527	1,458,527	820,675
Wendy Osorio	-	-	-	-
The Innholders' Charitable Foundation	-	30,000	30,000	30,000
Stiftung Auxilium - Porticus	-	-	-	83,333
The Worshipful Company of Cooks	-	20,000	20,000	32,000
Savoy Education Trust	-	40,140	40,140	-
PHA Arbutnot	-	-	-	50,000
The Fishmongers' Company	-	-	-	20,000
David & Ruth Lewis Family trust	-	-	-	30,000
Antonio Carluccio Foundation	-	35,000	35,000	-
Garfield Weston Foundation	-	250,000	250,000	-
Lewis Family Trust	-	20,000	20,000	-
Thrive Together (SIB) Ltd	-	37,500	37,500	-
Stewardship	-	98,000	98,000	-
Office of the Police and Crime Commissioner for Surrey (currently Surrey Police)	-	9,000	9,000	-
Brake Foundation	5,000	-	5,000	8,000
Total Grant Income	<u>5,000</u>	<u>1,998,167</u>	<u>2,003,167</u>	<u>1,074,008</u>
2022 Total Grant Income	<u>8,000</u>	<u>1,066,008</u>	<u>1,074,008</u>	

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023



3 OTHER FUNDRAISING ACTIVITIES	2023	2022
	£	£
Fundraising events	116,043	60,099
	<u>116,043</u>	<u>60,099</u>
All fundraising events income is attributable to unrestricted funds		
4 INVESTMENT INCOME	2023	2022
	£	£
Interest receivable	44,209	4,286
	<u>44,209</u>	<u>4,286</u>
Investment income totalling £44,209 are attributable to unrestricted funds (2022: £4,286)		
5 INCOME FROM CHARITABLE ACTIVITIES	2023	2022
	£	£
Income from restaurant sales	546,552	630,602
Income from training restaurants - training income	631,545	612,750
Income from events catering - events income	1,874,583	1,415,503
Other charitable income - other income	127,530	28,245
	<u>3,180,210</u>	<u>2,687,100</u>

Incoming resources from charitable activities totalling £3,180,210 are attributable to unrestricted funds (2022: £2,687,100)

6 ANALYSIS OF EXPENDITURE

<u>2023</u>	Staff costs	Direct costs	Support costs	Total
	(Note 7)		(Note 6a)	2023
	£	£	£	£
Expenditure on raising funds:				
Expenditure on raising donations	16,847	31,462	5,661	53,970
Charitable activities:				
General charitable activities	78,130	-	26,252	104,382
Restaurant operation, training and mentoring	2,365,187	364,503	794,724	3,524,414
Events operation, training and mentoring	621,048	888,486	208,678	1,718,212
Total expenditure	<u>3,081,212</u>	<u>1,284,451</u>	<u>1,035,315</u>	<u>5,400,978</u>

Total expenditure reported above is comprised of £3,733,501 attributable to unrestricted funds (2022: £3,052,653) and £1,667,477 attributable to restricted funds (2022: £1,266,476)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

6 ANALYSIS OF EXPENDITURE (CONTINUED)

COMPARATIVE INFORMATION: ANALYSIS OF EXPENDITURE FOR YEAR ENDED 31 DECEMBER 2022

2022	Staff costs (Note 7) £	Direct costs £	Support costs (Note 6a) £	Total 2022 £
Expenditure on raising funds:				
Expenditure on raising donations	15,994	17,400	4,548	37,942
Charitable activities:				
General charitable activities	78,026	-	22,186	100,213
COVID19 Support	-	3,732	-	3,732
Restaurant operation, training and mentoring	1,905,864	391,826	541,910	2,839,600
Events operation, training and mentoring	516,582	674,177	146,884	1,337,643
Total expenditure	2,516,466	1,087,135	715,528	4,319,130

6a Analysis of Support Costs

	Total 2023 £	Total 2022 £
General expenses	649,098	337,558
Information technology & Computer Costs	60,933	56,822
Marketing & Website costs	20,905	6,846
Insurance	35,004	32,812
Bank charges	5,772	4,065
Depreciation	133,953	162,881
Irrecoverable VAT	2,592	2,592
Governance Costs (6b)	127,058	111,952
	1,035,315	715,528

6b Governance costs

	Total 2023 £	Total 2022 £
Trustees Expenses	-	-
Audit fees (i)	38,033	37,490
Legal & professional fees	2,935	18,893
Other professional fees	86,090	55,569
	127,058	111,952

(i) Audit fees analysis

	Total 2023 £	Total 2022 £
Audit fees - Current year	29,635	26,190
- prior year (over) / under accrual	(11,976)	3,990
Accounts preparation Fees - Current year	4,825	5,060
Taxation services Fees - Current year	2,450	2,250
Other Non-audit services- Current year	13,099	-
	38,033	37,490

THE CLINK CHARITY



NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

7 STAFF COSTS	2023 £	2022 £
Wages and Salaries	2,722,490	2,206,593
Social Security contributions	260,413	226,975
Pension contributions	98,309	82,898
	<u>3,081,212</u>	<u>2,516,466</u>

The average number of employees in the year was 92 (2022: 75)

Staff costs allocated within expenditure as:	2023 £	2022 £
Expenditure on raising funds	16,847	15,994
Charitable activities	3,064,365	2,500,472
	<u>3,081,212</u>	<u>2,516,466</u>

Staff costs shown above is inclusive of:

Employee redundancy and non-contractual termination payments of £58,779 (2022: £13,435) were made during the year.

The Director and senior management team are considered to be Key Management Personnel of the charity and total remuneration paid to KMP during the year was £464,992(2022: £483,320).

Employees paid over £60,000 fell into the following bands:	2023	2022
£90,000 - £100,000	1	1
£70,000 - £80,000	1	1
£60,000 - £70,000	2	3

Pension contributions for the higher paid employees amounted to £31,140 (2022: £28,475) during the year.

No Trustees were paid any remuneration during the current or previous year. Trustees were reimbursed expenses totalling £Nil (2021: £nil).

8 TANGIBLE FIXED ASSETS (GROUP)

	Leasehold Property £	Plant & Machinery £	Fixtures & Fittings £	Motor Vehicles £	Office Equipment £	Total £
Cost						
At 1 January 2022	79,356	675,999	886,385	60,185	40,044	1,741,969
Additions	-	5,817	-	16,499	-	22,316
Disposals	(79,356)	(202,693)	(50,905)	-	(12,027)	(344,981)
At 31 December 2023	<u>-</u>	<u>479,123</u>	<u>835,480</u>	<u>76,684</u>	<u>28,017</u>	<u>1,419,304</u>
Depreciation						
At 1 January 2022	63,486	406,352	747,715	21,457	39,125	1,278,135
Charge for year	7,936	41,031	75,940	8,768	277	133,952
Disposals	(71,422)	(149,867)	(54,197)	-	(12,027)	(287,513)
At 31 December 2023	<u>-</u>	<u>297,516</u>	<u>769,458</u>	<u>30,225</u>	<u>27,375</u>	<u>1,124,574</u>
Net Book Value						
At 31 December 2023	<u>-</u>	<u>181,607</u>	<u>66,022</u>	<u>46,459</u>	<u>642</u>	<u>294,730</u>
At 31 December 2022	<u>15,870</u>	<u>269,647</u>	<u>138,670</u>	<u>38,728</u>	<u>919</u>	<u>463,834</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

INTANGIBLE FIXED ASSETS (GROUP)

	Website
	£
Cost	
At 1 January 2022	3,825
Additions	-
Disposals	-
At 31 December 2023	<u>3,825</u>
Depreciation	
At 1 January 2022	3,720
Charge for year	105
Disposals	-
At 31 December 2023	<u>3,825</u>
Net Book Value	
At 31 December 2023	<u>-</u>
At 31 December 2022	<u>105</u>

9 FIXED ASSET INVESTMENTS

The Clink Charity owns the whole of the share capital of The Clink Trading Limited, a company registered in England and Wales (company number 9926424, registered office 1 London Bridge, London SE1 9BG). The Clink Trading Company operates the events catering in fulfilment of the charity's charitable purpose.

The Clink Charity also owns the whole of the share capital of The Clink Restaurant Company Limited, a company registered in England and Wales (company number 7092125, registered office 1 London Bridge, London SE1 9BG). The Clink Restaurant Company operates the restaurants in fulfilment of the charity's charitable purpose.

The Clink Charity is sole member of The Clink Café Charity, a charitable incorporated organisation "CIO" (charity number 1180942 company number CE015766, register office 1 London Bridge, London SE1 9BG) which operates a café in central Manchester. The Clink Café Charity has ceased trading as at 31 December 2020.

The Clink Charity also owns the whole of the share capital of the following dormant subsidiaries

Entity Name	Company Registration No.	
The Clink Bakery Ltd	12161670	100% wholly owned subsidiary (dormant)
The Clink Café Ltd	12710775	100% wholly owned subsidiary (dormant)
The Clink College Ltd	12704773	100% wholly owned subsidiary (dormant)
The Clink Events Ltd	12161627	100% wholly owned subsidiary (dormant)
The Clink Gardens Ltd	12704769	100% wholly owned subsidiary (dormant)
The Clink Training Ltd	12161764	100% wholly owned subsidiary (dormant)
The Clink Kitchens Ltd	12165242	100% wholly owned subsidiary (dormant)
The Clink and Collect Ltd	12711813	100% wholly owned subsidiary (dormant)
The Clink at Home Ltd	13161527	100% wholly owned subsidiary (dormant)
Catered by Clink Ltd	15755872	100% wholly owned subsidiary (dormant)

All activities have been consolidated in the Statement of Financial Activities on a line by line basis. A summary of the results of the subsidiary are shown below.

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023



9 FIXED ASSET INVESTMENTS (cont)

	Restaurant		Trading	
	2023	2022	2023	2022
	£	£	£	£
Turnover	3,267,308	2,489,674	1,883,232	1,439,917
Cost of sales	(2,431,703)	(1,980,565)	(1,437,505)	(1,118,584)
Gross profit	835,605	509,109	445,727	321,333
Administrative expenses	(1,135,086)	(876,182)	(264,597)	(205,950)
	(299,481)	(367,073)	181,130	115,383
Other operating income	120,117	154,778	-	2,825
Operating (loss) / profit	(179,364)	(212,295)	181,130	118,208
Assets	394,588	609,622	695,137	461,432
Liabilities	(241,896)	(277,567)	(346,930)	(294,355)
Net Assets / (liabilities)	152,692	332,055	348,207	167,077

10 DEBTORS

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	261,362	133,074	3,900	7,000
Other debtors	150,999	27,755	16,401	4,098
Prepayments & Accrued Income	53,313	11,105	-	-
Due from subsidiary undertakings	-	-	-	304
	465,674	171,934	20,301	11,402

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	201,048	167,273	6,906	182
Other creditors	51,469	33,258	431	-
Accruals	77,880	82,908	14,000	25,483
Deferred income	2,262,588	1,680,864	2,194,980	1,643,709
Taxation and social security	168,169	157,400	2,435	2,842
Due to subsidiary undertakings	-	-	7,089	24,414
	2,761,154	2,121,703	2,225,841	1,696,630

The deferred income balance of £2,194,980 (2022: £1,643,709) in the charity comprises income from ticket sales, fundraising and sponsorship for the Clink Ball totalling £18,765 (2022: £7,000) and Clink Kitchens Project Funding received from The Julia and Hans Rausing Trust totalling £2,176,215 (2022: £1,634,599) which is subject to certain matched funding conditions. The group deferred income balance further includes £67,608 (2022: £37,155) for events taking place in 2024.

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Deferred income at 1 January	1,680,864	2,535,068	1,643,709	2,462,664
Deferred income released in the year	(1,680,864)	(2,535,068)	(1,643,709)	(2,462,664)
Income received in advance	2,262,588	1,680,864	2,194,980	1,643,709
Deferred income at 31 December	2,262,588	1,680,864	2,194,980	1,643,709

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

		Group 2023 £	2022 £	Charity 2023 £	2022 £
Loans payable	12a	114,750	-	114,750	-
Repayable grant		210,000	210,000	210,000	210,000
		<u>324,750</u>	<u>210,000</u>	<u>324,750</u>	<u>210,000</u>

The Rank Foundation have provided a repayable grant to the charity at a 0% interest rate with no early repayment clause. The trustees of the Rank Foundation have agreed to extend the repayment date from September 2022 to December 2026.

12a LOANS PAYABLE (GROUP & CHARITY)

Loans payable includes £114,750 Thrive together fund loan repayable to Social Investment Business Bank

Interest is charged at 7.5% with monthly interest payments commencing in February 2024 and capital repayments commencing in February 2025.

Capital repayments are due as follows:

	Group 2023 £	2022 £	Charity 2023 £	2022 £
0 - 1 year	-	-	-	-
2 - 5 years	86,148	-	86,148	-
5 years +	28,602	-	28,602	-
	<u>114,750</u>	<u>-</u>	<u>114,750</u>	<u>-</u>

THE CLINK CHARITY



NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

13 GROUP - RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS

2023	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted funds					
General funds	1,551,872	216,160	(464,888)	157,472	1,460,816
Trading funds	(829,575)	3,270,580	(3,268,813)	-	(827,808)
Total Unrestricted Funds	722,297	3,486,740	(3,733,501)	157,472	633,008
Restricted funds					
The Innholders' Charitable Foundation	3,717	30,000	(26,217)	-	7,500
Wendy Osorio	33,500	-	(33,500)	-	-
Savoy Education Trust	-	40,140	(40,140)	-	-
The Julia and Hans Rausing Trust	246,375	1,458,527	(1,390,052)	(157,472)	157,378
Antonio Carluccio Foundation	-	35,000	(35,000)	-	-
David & Ruth Lewis Family trust	9,295	20,000	(25,546)	-	3,749
The Worshipful Company of Cooks	29,399	20,000	(33,901)	-	15,498
The Fishmongers' Company	9,000	-	(9,000)	-	-
Garfield Weston Foundation	-	250,000	-	-	250,000
Thrive Together (SIB) Ltd	-	37,500	-	-	37,500
Stewardship	-	98,000	(58,273)	-	39,727
Office of the Police and Crime Commissioner for Surrey (currently Surrey Police)	-	9,000	(9,000)	-	-
COVID19 Graduate Support fund	6,848	-	(6,848)	-	-
Total Restricted Funds	338,134	1,998,167	(1,667,477)	(157,472)	511,352
Total Funds	1,060,431	5,484,907	(5,400,978)	-	1,144,360

COMPARATIVE INFORMATION: GROUP - RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS YEAR ENDED 31 DECEMBER 2022

2022	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted funds					
General funds	1,561,625	132,355	(142,108)	-	1,551,872
Trading funds	(735,488)	2,816,458	(2,910,545)	-	(829,575)
Total Unrestricted Funds	826,137	2,948,813	(3,052,653)	-	722,297
Restricted funds					
The Innholders' Charitable Foundation	-	30,000	(26,283)	-	3,717
Wendy Osorio	119,084	-	(85,584)	-	33,500
Savoy Education Trust	11,051	-	(11,051)	-	-
The Julia and Hans Rausing Trust	246,375	820,675	(820,675)	-	246,375
PHA Arbutnot	-	50,000	(50,000)	-	-
Antonio Carluccio Foundation	40,300	-	(40,300)	-	-
The David & Ruth Lewis Family Charitable Tru	29,412	30,000	(50,117)	-	9,295
The Worshipful Company of Cooks	29,470	32,000	(32,071)	-	29,399
City Bridge Trust	18,552	-	(18,552)	-	-
The Fishmongers' Company	31,070	20,000	(42,070)	-	9,000
Stiftung Auxilium Foundation - Porticus	-	83,333	(83,333)	-	-
Butchers' and Drovers Charitable Institution	4,860	-	(4,860)	-	-
COVID19 Graduate Support fund	8,428	-	(1,580)	-	6,848
Total Restricted Funds	538,602	1,066,008	(1,266,476)	-	338,134
Total Funds	1,364,739	4,014,821	(4,319,129)	-	1,060,431

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

13 RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS (CONTINUED)

The Innholders' Charitable Foundation provides for mentoring and support for HMP Brixton restaurant.

Savoy Educational Trust funding towards core costs of The Clink Café charity and graduate training costs across all projects

Butchers' and Drivers Charitable Institution provides funding for trainee places.

The Rank Foundation for the funding of a General Manager for Clink Events at HMP Downview.

Wendy Osorio provides funding for graduate support costs and Gardener HMP High Down.

The Worshipful Company of Cooks provides funding for sous chef / chef trainer mentor at HMP Downview and Relief Chef Trainer South East

The David & Ruth Lewis Family Charitable Trust provides funding for Support Workers (Cardiff and Styal).

City Bridge Trust provides funding for a support worker at HMP High Downview.

The Fishmongers' Company provides funding for HMP Styal Gardening Project (staff costs and capex)

Simon Gibson Charitable Trust provides funding for HMP Cardiff.

Antonio Carluccio Foundation provides funding for 3 trainee places and sous chef.

Funding received for the Clinks Kitchens Project is reflected by below funds

The Julia and Hans Rausing Trust

Sandy & Sue Arbuthnot

Stiftung Auxilium - Porticus

A transfer of £157.4k was made from The Julia and Hans Rausing Trust to replenish unrestricted funds for restricted expenditure covered by unrestricted reserves.

COVID-19 Clink Graduate Emergency Support Fund to provide emergency accommodation, basic provisions and other essentials to Clink Graduates in need in the Community.

Garfield Weston and Thrive Together (SIB Ltd) provided Capital funding for the Events expansion project costs at Bessmer Park and will be utilised during through financial year 2024.

Stewardship provides funding for both Event expansion expenses and Marketing resource for Charity. Total expenditure of £58k was incurred during the year with the balance of the fund expected to be utilised during the financial year 2024.

Surrey police provided funding for the Plot to Plate project at HMP Send and was fully expensed and utilised during financial year 2023.

14 GROUP - ALLOCATION OF NET ASSETS

	Fixed Assets £	Current Assets £	Curent Liabilities £	Non Current Liabilities £	2023 Total £
General fund	-	2,682,700	(897,134)	(324,750)	1,460,816
Trading funds	294,730	741,482	(1,864,020)	-	(827,808)
Restricted Funds	-	511,352	-	-	511,352
	294,730	3,935,534	(2,761,154)	(324,750)	1,144,360

	Fixed Assets £	Current Assets £	Curent Liabilities £	Non Current Liabilities £	2022 Total £
General fund	-	2,129,493	(367,621)	(210,000)	1,551,872
Trading funds	463,834	460,673	(1,754,082)	-	(829,575)
Restricted Funds	-	338,134	-	-	338,134
	463,834	2,928,300	(2,121,703)	(210,000)	1,060,431

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023



14a CHARITY - ALLOCATION OF NET ASSETS

	Fixed Assets £	Current Assets £	Curent Liabilities £	Non Current Liabilities £	2023 Total £
General fund	2	2,682,700	(2,225,841)	(324,750)	132,111
Restricted Funds	-	511,352	-	-	511,352
	<u>2</u>	<u>3,194,052</u>	<u>(2,225,841)</u>	<u>(324,750)</u>	<u>643,463</u>

	Fixed Assets £	Current Assets £	Curent Liabilities £	Non Current Liabilities £	2022 Total £
General fund	2	2,129,797	(1,696,630)	(210,000)	223,169
Restricted Funds	-	338,134	-	-	338,134
	<u>2</u>	<u>2,467,931</u>	<u>(1,696,630)</u>	<u>(210,000)</u>	<u>561,303</u>

15 RELATED PARTY TRANSACTIONS

Donations received from trustees in the year amounted to £4,100 (2022: £NIL)

During the year, The Clink Charity provided grants of £2,000,076 to The Clink Restaurant Company Limited (2022: £1,118,578). Included in the balance sheet for the charity is a balance of £7,089 (2022: £304) due from The Clink Restaurant Company Limited. Interest of £NIL was charged on the loan balance (2022: £NIL).

During the year, The Clink Charity provided grants of £Nil to Clink Trading Limited (2022: £24,414). Included in the balance sheet for the charity is a balance of £Nil (2022: £24,414) due to Clink Trading Limited. Interest of £NIL was charged on the loan balance (2022: £NIL).

16 Reconciliation of net expenditure to net cash flow from operating activities

	2023 £	2022 £
Net income for the reporting period	83,929	(304,308)
Adjustments for:		
Investment Income	(44,209)	(4,286)
Depreciation	133,953	162,881
Disposal of fixed assets	57,468	6,575
Decrease / (Increase) in stock	36,855	(11,670)
(Increase) in debtors	(293,740)	(59,985)
Increase / (Decrease) in creditors	639,450	(687,712)
Net cash provided by / (used in) operating activities	613,706	(898,505)

17 Operating Lease commitments

The group has the below minimum lease payments payable under non-cancellable operating leases arrangements at the reporting date.

	Group			Charity	
	Plant & Machinery	Office Equipment	Total	Total	Office Equipment
	2023 £	2023 £	2023 £	2022 £	2023 £
Within a year	-	-	-	2,866	-
Two to five years	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,866</u>	<u>-</u>
					<u>2,866</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

18 Post Balance Sheet Event

Following a review of the production capacity of the Clink Events operations it was decided that a new production and training facility should be opened outside of a prison thus enabling not only additional production capacity but also additional training opportunities for those leaving prison. Following a significant fund raising drive the charity has received both grant and social investment support to enable this significant capital project which will open in June 2024. This will enable Clink Events to expand in line with our market demand and which will continue to generate an operating surplus thus contributing towards the cost of the charity's training and support operations.

As part of the review of the activities and operations of the organisation it was decided to reorganise the group and transfer the activities of The Clink Restaurant Company Ltd and Clink Trading Ltd into The Clink Charity. The Business Transfer Agreements to enable this were signed in April 2024.

19 COMPARATIVE INFORMATION: STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR YEAR ENDED 31 DECEMBER 2022

INCOME AND EXPENDITURE	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income				
Income from raising funds	257,427	1,066,008	1,323,435	657,148
Income from Charitable Activities	2,687,100	-	2,687,100	1,126,675
Government CJRS Grant income	-	-	-	420,838
Income from investments	4,286	-	4,286	275
Total income	2,948,813	1,066,008	4,014,821	2,204,936
Expenditure				
Expenditure on raising funds	37,942	-	37,942	33,052
Expenditure on Charitable Activities				
Primary purpose trading, training and mentoring	2,944,418	1,232,825	4,177,243	2,353,434
Other charitable expenditure	70,293	33,651	103,944	124,434
Total expenditure	3,052,653	1,266,476	4,319,129	2,510,920
Net income / (expenditure) for the year	(103,840)	(200,468)	(304,308)	(305,984)
Gross transfers between funds	-	-	-	-
Net movements in funds	(103,840)	(200,468)	(304,308)	(305,984)
Funds brought forward	826,137	538,602	1,364,739	1,670,723
Funds carried forward	722,298	338,134	1,060,431	1,364,739

THE CLINK CHARITY

England & Wales - Charity number 1134581

Accounts

THE CLINK CHARITY

Limited by guarantee

Registered Charity Number 1134581

Registered Company Number 07157540 (England and Wales)

**CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

THE CLINK CHARITY

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

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THE CLINK CHARITY

TRUSTEES, OFFICERS, AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2021

Trustees

W Atkinson

B Ignjatovic

C Juman

K McGrath

F Scott

T Wates

D Walker

R Black

(resigned 20th May 2022)

N Patel

(appointed 23rd February 2023)

Registered Office

His Majesty's Prison High Down

High Down Lane

Sutton

Surrey

SM2 5PJ

Chief Executive

Y M Thomas

(appointed 23rd March 2022)

Company Secretary

D Whitworth

Bankers

Coutts & Co

440 Strand

London

WC2R 0QS

Nat West

135 Bishopsgate

London

EC2M 3UR

Solicitors

Howard Kennedy LLP

No 1 London Bridge

London

SE 1 9BG

Auditors

Moore Kingston Smith LLP

9 Appold Street

London

EC2A 2AP

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

Chair's Statement

The Clink Charity was founded to help address the social and personal destruction caused by reoffending. Now in our 12th year of operation, we have trained and supported c.3,000 students in prisons. However, reoffending remains high and its social and fiscal impact on the UK economy continues to have significant and lasting effects. The Clink Charity delivers professional training and pre and post release support for our graduates that helps them make different choices and build a fulfilling life free of crime.

In 2021, we reported the expansion of the Clink approach through our Clink Kitchens programme. This programme has been further expanded in 2022 allowing us to train and support many more people in prison. We have also successfully expanded into prison staff catering with Clink Canteens, and with the opening of The Clink Bakery in HMP Brixton. We now have 39 projects in 35 prisons, representing coverage of approximately one-third of the prisons in England and Wales. We trained over 600 men and women in 2022 and, as reported last year, we are on target to train 750 people in 2023.

We pride ourselves on our standard of training. Once again, we have received excellent results from our external quality assessors, City and Guilds, and we continue to invest in professional development for our trainers and our support workers.

It is important that our training and support reflects the changes in the prison population. 2022 has been challenging with prisons operating at capacity and with significant increases in remand prisoners. We have had to be agile in our response to these changes and have introduced additional accredited training suitable for shorter sentenced prisoners. We have also been mindful of the needs of those serving longer sentences and have successfully supported students to achieve City & Guilds NVQ Level 3 awards – an extremely high professional standard. We now offer a wider range of NVQ qualifications than at any time in our history, and plan to add apprenticeships to our services in prisons during 2023.

The Clink is unique in being a workplace, a training organisation and a “through the gate” support network for our students and graduates. This approach ensures that our graduates do not fall through the cracks that exist pre and post release. We support their needs, whatever they may be, for as long as is needed. Our aim is to help people into employment, and 70% of Clink supported graduates went into work in 2022. This compares with just 23% of the general prison population. To achieve those results, our support staff need to be expert in solving problems of accommodation, of rebuilding confidence, family relationships, debt management and, helping our graduates find work with one of our brilliant employers at a time that is right for them.

On reflection, 2022 has been a year of consolidation following the pandemic. We resumed full training in our sites by the end of June and re-started the Clink Kitchens roll out. I would like to thank our staff for their dedication and hard work in rebuilding the training and support operations to the extent that we trained 600 people during the year.

Sadly, the lease on our restaurant in Cardiff was not renewed and we closed our doors in December 2022 having served the people of South Wales for 10 years. During that time, we had trained and supported hundreds of students. We retain our presence in Wales and opened two Clink Kitchens in the Principality in HMPs Cardiff and Swansea.

In 2022, our Clink Restaurants and Clink Events welcomed thousands of paying guests serving around 25,000 people during the year. We thank every one of you and hope you continue to enjoy our food and hospitality.

Pressures on funding continued but thanks to the support of our generous funders – grant-maintaining trusts and philanthropic individuals – who continue to support us and value what we do, we have been able to continue expanding our training and support activities and look forward to continuing to do so in 2023.

We are also grateful to the hospitality industry who continue to support The Clink Charity with fundraising, advocacy, partnerships, and employment. The industry has been a stalwart supporter of our mission since we were founded, and we hope to continue to repay that support by training skilled professionals for the industry.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

We could not discharge our mission without the co-operation and support of the Ministry of Justice and HM Prison and Probation Service who help to identify and support people in prison who want to train with The Clink Charity. I would like to thank all the MOJ and HMPPS staff who help us to help our trainees. We value the partnership and look forward to another successful year working together.

I would also like to thank the employers who collaborate with us to give our graduates a second chance. We have longstanding relationships with employers in the hospitality and horticulture industries and have added even more employers during this year. We were particularly delighted that 12 new employers committing to guaranteed interview schemes for graduates from the new Clink Bakery.

The Clink has continued to demonstrate what can be achieved when society collectively engages to help those who want another chance to change their lives. With the help of our funders, partners, and friends, we will continue to help people who have offended to break the cycle of reoffending through training, employment, and support, and help them to help themselves to build a brighter future.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

Chief Executive's Report

It has been a privilege and a pleasure to complete my first year as CEO of The Clink Charity. 2022 was a year of post-pandemic consolidation and restart giving us opportunities to review and revisit how best to deliver our mission to reduce reoffending.

We started the year with a few students in training and moved to quickly re-open our restaurants to trainees and to the public at the earliest opportunity. Highdown in Sutton was our last site to reopen in June 2022 and we entered the second half of the year re-planning and restarting our operations.

The Clink Restaurants in Cardiff, Highdown, Brixton and Styal reopened between February and June. In Cardiff, our students had traditionally attended from HMP Prescoed, an open prison near the Welsh border with England. There was high demand for labour, particularly in the distribution sector, and men from Prescoed were opting to work in that sector rather than coming to The Clink. We made the decision to pay minimum wage to our trainees in both HMP Cardiff and HMP Styal where the restaurants were outside of the prison gates and, working with HMPPS, we started to train students serving community payback sentences as well as those serving custodial sentences. Thanks to the hard work of both staff in Cardiff and the Probation Service in Cardiff and the Vale, The Clink Cardiff trained large numbers of community sentenced people, helping to deliver the significant backlog of community sentences that had built up during the pandemic, whilst retaining its training role with HMP Prescoed. It was therefore with great sadness that we were informed that our lease on The Clink Cardiff would not be renewed, and we closed to the public in December 2022 having trained hundreds of students and served thousands of people from across South Wales. I would like to thank our staff, students, and customers for ten great years.

The Clink Brixton had been operating "Clink at Home" throughout the pandemic and rapidly resumed its place as one of the most popular restaurants in London. Student numbers rose quickly, and bookings flooded in. We were delighted to be awarded a "Travellers Choice" award by Trip Advisor naming The Clink Brixton as being in the top 10% of Trip Advisor sites worldwide.

The Clink Styal reopened and, after a slow trading start, resumed its place as the "go to" Sunday lunch spot for the Wilmslow and Manchester customers looking for great food in the inspirational setting of the beautiful former chapel. We were delighted to be named "Charity of the Year" by the East Cheshire Chamber of Commerce who fund raised for us during the year. We retain a close association with them and host events for their members regularly.

The Clink Highdown was the last of our restaurants to open. HMP Highdown had been re-categorised as a Category C prison with increased focus on training and rehabilitation. The Clink played, and continues to play, an important part training men in the restaurant kitchen and front of house. By the end of 2022, there were 20 students in training on the site. Customer numbers started slowly but group bookings held up well with the students notably preparing a French themed Bastille Day lunch for the Chaîne Des Rotisseurs.

The Clink Gardens at HMPs Send, Highdown and Styal reopened. A great deal of work was needed to get the gardens back into shape after 2 years of lockdown and, following discussions with HMP Styal and our funders, we decided to withdraw from the Clink Garden at HMP Styal. Styal's team of HMPPS gardener trainers were able to support the women who wanted to work in their gardens with a focus on therapeutic horticulture which is not our specialisation. With the agreement of our generous funders, we arranged to gift our large new greenhouse to HMPPS who are now growing produce for our restaurant at HMP Styal.

The Clink Events had been completely closed for two years but 2022 was a terrific year for business. Led by Jonny Whitfield, the events team served more than 25,000 people during the year, all from the kitchen in HMP Downview where our training in professional cookery remains in demand by the women in prison there. We added a number of new venues to our customer list, and we were particularly pleased to be selected by the Greenwich Museums as a venue caterer in their beautiful venues which includes the Cutty Sark. In trading terms, it was a milestone year for Clink Events as they contributed just short of £100k back to the charity from their trading surpluses. We retained our team of full-time support workers who worked with our graduates recognising that a new set of needs were emerging.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

The Clink Kitchens, our major expansion project, suffered badly due to the pandemic with the project effectively on hold for duration. We restarted training, but the prison population had changed during the period of shutdown with significant increases in remand prisoners, increased pressure on prison places and some prisons being re-purposed. We patiently worked through the issues with HMPPS and determined that maximum impact would be achieved through concentrating on Category C prisons. We withdrew from some sites and entered many more. By the end of 2022, we were operational in 26 prisons with plans to achieve 40 prisons by the end of 2023. Our aim is to ensure that each site has at least 8 trainees at any one time maximising the value and impact of our training. We moved to a clustered model and identified potential "super sites" where 15 plus people could be trained at any one time. This complex project is now delivering significant outcomes in terms of both numbers trained and qualifications obtained. We continue to monitor each Clink Kitchen to ensure that the money we spend has the maximum impact to deliver our mission at scale.

Clink Support

Throughout the pandemic, our support workers had been busy. They administered the Clink Graduate Emergency Support Fund to help graduates struggling with poverty brought on by job loss and successfully supported many graduates into alternative employment. As training operations resumed and The Clink Kitchens roll out continued, the team was expanded and, by the end of 2022, we had, for the first time, near-national coverage to support people leaving prison. In a remarkable achievement, 70% of all graduates we supported obtained employment, with the help of their support workers and our partner employers. This compares with just 23% of the general adult prison population in the same year. In two joyous occasions, we revived the annual Clink Graduate reunions with former students and their families joining us in Cardiff and London. It was wonderful to hear how they were getting on, and to meet their families.

Building a sustainable future

Towards the final quarter of the year, our attention turned to the future. Our funding for Clink Kitchens ends in 2025, and we determined that we needed to plan for replacement/substitutional funding, and to diversify whilst retaining our proven 5-step model in our chosen industries. We were successful in becoming an approved provider on the HMPPS Dynamic Procurement Service framework contract, and that has opened new opportunities for us to bid, win and deliver new projects. The first of these was The Clink Bakery at HMP Brixton which opened in November 2022 and trains men in NVQs for Patisserie and baking. We have subsequently found success in several new projects mobilising in 2023 via the same procurement route. New contracted revenues allow us to deliver our mission while helping HMPPS and the Ministry of Justice to delivery theirs. We had been following the debate on prison apprenticeships and we were delighted when legislation was passed to enable apprenticeships to start in prisons. We took the strategic decision to invest in becoming an apprenticeship provider and, helped by employer and industry partners we were well on our way to achieving the required approvals from the Education and Skills for Apprenticeships body, part of the Department of Education. At the time of writing this report, we are now an approved provider and are planning our first apprenticeships in prisons for the Summer of 2023.

Delivering Outcomes

We continued to support people to pursue lives without crime in 2022. Reoffending figures became difficult to interpret against a backdrop of court backlogs. According to the Home Office, meaningful comparisons of reconviction rates post-pandemic are "challenging." This has a direct effect on the relevance of the MOJ reoffending rate calculation. Added to that, both magistrate and crown courts have a large backlog due to the pandemic and to strikes by the legal profession. That has made it difficult for us to rely on our traditional outcomes measure, reduced reoffending, which is calculated for us by the MOJ. We therefore decided to use an interim measure of Clink graduates achieving employment until the criminal justice system's challenges are resolved which we would hope to happen by 2025. We will continue to monitor reduced reoffending but will report on employment outcomes each month.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

Our employment outcomes were extremely strong in 2022, with 70% of all Clink-supported graduates entering the workforce. This compares with just 23% of the general adult prison population. Turning to training, despite the post-pandemic challenges, we trained c.500 people in 2022 to various levels from certificates to NVQ Level 2, offering students our widest ever set of hospitality and horticultural qualifications. Our challenges included significant number of students in training being moved without notice due to pressure on the prison population, and a lack of stable accommodation on release which rose steadily throughout the year and continues to rise in 2023. Our support workers rightly prioritise housing as a “must have” precursor to helping students into good jobs in the industry. We continued to operate Release on Temporary License (ROTL) schemes with women from HMPs Downview and Styal regularly working in our events and restaurant earning living wage. At HMP Send, women were ROTL’d to work in the prison grounds outside the gate.

Industry Training

During 2022, we trained c. 500 people in prison across a range of qualifications achieving 57% occupancy on average of our 395 training places. We also qualified new Clink Trainer Assessors in the Level 3 award for assessing competence in the workplace.

- Level 2 Award in Food Safety in Catering
- Level 1 NVQ Certificate in Food Preparation and Cooking
- Level 2 NVQ Diploma in Food Production and Cooking
- Level 2 NVQ Diploma in Professional Cookery
- Level 3 NVQ Diploma in Professional Cookery
- Level 2 NVQ Diploma in Professional Cookery (Preparation and Cooking)
- Level 1 NVQ Certificate in Food and Beverage Service
- Level 2 NVQ Diploma in Food and Beverage Service
- Level 2 Award in Barista Skills
- Level 2 Certificate in General Patisserie & Confectionery
- Level 2 Certificate in Professional Patisserie & Confectionery
- Level 2 Award in Work-based Horticulture
- Level 2 Certificate in Work-based Horticulture
- Level 2 Diploma in Work-based Horticulture

Summary

The “post covid” year has been challenging, but also incredibly encouraging. Despite the difficulties faced by prisons, in our experience, people in prison want to learn, want to train, and want to work. We have been able to offer hundreds of people the opportunity to make different choices and to start a life-changing journey. It is our privilege to help to guide them for a part of that journey.

None of what we do would be possible without our funders. In my first year as Chief Executive, I have been warmly welcomed and given a hearing by generous people from the hospitality industry, from the Livery Companies, Foundation funders and grant-making bodies. Thank you all for your understanding, your generosity, and the trust you put in us to deliver on your behalf. Thank you also to our Clink Ambassadors and particularly to Cyrus Todiwala and Vic Laws without who we would not be where we are today.

To our wonderful Board of Trustees and our Chair, Finlay Scott, thank you for steering and guiding me as your new Chief Executive. You have been patient and wise and it is a pleasure working with you all.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

We would not be able to discharge our mission without the help and support of HMPPS who, in a year when they have had their own considerable operational and financial challenges, remain as supportive as possible in a difficult environment.

The Clink is home to a very special group of colleagues. Our staff work in truly challenging places with often challenging students, but their humour, dedication, skill, and positive attitude is a daily inspiration to me and to the people in prison who we train and support.

The Clink Charity is more than an organisation. It is a community of people who come together to help those in our community who could use some help at a difficult time in their lives. Thank you all for giving us the means to offer that help and to make a difference to so many people.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its memorandum and articles of association and constitutes a company limited by guarantee as defined by the Companies Act 2006.

Organisational structure

Trustee Board

The Charity is governed by a Board of Trustees Chaired by Finlay Scott which supervises the senior leadership team (SIT) and staff headed up by the Chief Executive Officer, Yvonne Thomas. The Board of Trustees meets four times each year to set and oversee the delivery of the Charity's objectives.

The Board has a clear and well-understood governance role, approving the strategy, annual budgets and reviewing the management accounts and cash flows on a quarterly basis. The Trustees ensures that risk is well understood and managed, and that the charity is operating legally and in full compliance with our charitable objectives, ethos, and values.

The Board appoints and delegates the delivery of the strategy and management of the operation of the charity and its subsidiaries to the CEO, who in turn appoints and manages the SLT. SLT comprises the CEO, the Finance Director, the Training and Operations Director, the Support and Mentoring Director, the Events Managing Director and the Director of Quality and Training. The SLT meets monthly to review in detail all aspects of the operations including the training, support and mentoring of the beneficiaries of the Charity as well as safeguarding, health, and safety.

There are two additional Trustees committees that meet regularly:

- **Audit and Risk Committee** – this meets with the external auditors twice yearly; once to review the systems and internal controls on financial and governance issues and make any recommendations to the Trustee Board with a second meeting to review the draft Annual Report and Accounts prior to sending to the Board for approval and signing.
- **People Committee** – this reviews and recommends to the Trustee Board staff remuneration, including the salaries of the SLT. The Committee takes into account the responsibilities of the role and the need to set competitive salaries against what is affordable for the organisation.

Trustee training and induction

Our Trustees have been carefully selected from business, education, legal, financial, property and building experience. Upon appointment Trustees are given a copy of the Charity Commission document "The Essential Trustee – What you need to know" and asked to read it. They also spend time with the Chairman, CEO and SLT to familiarise themselves with the operations of the Charity and the Operations to ensure that they understand the aims and the objectives of the Charity are achieved.

Risk management

The Trustee Board is responsible for the oversight of the risks faced by the Charity. The Trustee Board and Audit and Risk Committee regularly review the Charity's risk position, internal controls assessment and compliance with relevant statutory and finance regulations. Based on the Charities Commission's Guidance "Charity Reserves: building resilience" the Charity has a risk-management process designed to identify the major risks that could impact on the aims in the Charity's Strategic Plan. This process identifies the major risks the Charity faces, the likelihood of occurrence, the significance of the risk, and any mitigating controls that are in place. It also seeks to identify any actions and resources required to manage these risks further.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

Principal risks and uncertainties

From the beginning of 2022 the lifting of COVID restrictions allowed The Clink Charity and its subsidiaries to return to training and open public facing operations on a more consistent basis, the Trustee Board kept up the close relationship with the SLT to review the work of the charity, the operating plans and the budgeting processes for the current year. These reviews covered income and expenditure forecasts and cash flows. As part of these reviews the Trustees considered the viability of all operations.

As during the COVID period we continued to follow all government and HMPPS guidelines and all sites were open and returned to training and the public were allowed back into the restaurants. The kitchens pilot concept continued opening new sites growing from 10 to 31 sites by the end of 2022. The pilot period has allowed the SLT to develop an implementation plan to continue the roll out of the project over the next few years, the current expectation is to be in >50 prison kitchens around England and Wales by the end of 2023. The support workers built on the work that they had done in 2020 and 2021 providing both mentoring and financial support to released prisoners both newly released prisoners and those who were released pre-pandemic. Again this support was vital as it helped our graduates navigate the uncertainties as they faced in post COVID 2022.

Very sadly, The Clink Cardiff closed at the end of 2022 after 10 years of serving the public of South Wales, having trained over 250 students. Whilst we would have loved to continue our work, the lease on our premises could not be extended. We will retain a presence in Wales through our Clink Kitchens project.

In 2022, we added an exciting new training facility to our projects with the opening of The Clink Bakery in HMP Brixton. We have recruited two chef trainer pâtissiers who are now training our first students in specialist Patisserie and baking NVQ qualifications.

The CEO continued to maintain regular contact with all our funders and is assured that they will continue to support the charity's programme of training and mentoring with all current and future pledges. Due to the generous support of our funders and our partners at HMPPS the charity continued training and supporting released prisoners throughout the pandemic and during 2022 and therefore satisfying its objectives during the pandemic.

Safeguarding

During 2022 all new staff underwent online training. We now have full compliance from site and operational level right through the organisation right up to a DSO on the board of trustees. The Safeguarding policy was updated at the beginning of 2023.

Health and Safety

Fire, health & safety, food hygiene and allergen awareness are at the core of what we do, and we have engaged an external company to audit our process and procedures at all our premises on an annual basis. In addition, local Environmental Health Officers inspect our premises and currently we have 5-star ratings across all locations. Our staff are trained in Emergency First Aiders in the workplace and obtain the following qualifications: Health and Safety (Level 2 or 3), Food Hygiene (Level 2, 3 or 4) and Allergens Awareness (Level 2).

OBJECTIVES AND ACTIVITIES

Significant activities

To ensure the success of the programme, The Clink Charity has developed a five-step integrated model that could be applied across more prisons across the country and to further expand The Clink concept. The five-step model focuses on Recruitment, Training, Supporting, Employment and Mentoring. This model has dramatically reduced the reoffending rates of those who have been part of the training programme. The Clink employs 75 fulltime and parttime employees most of these are prisoner facing staff and undergo TAQA (Training Assessment Quality Assurance) training to ensure that the standard of training and assessing students is consistent and of the highest possible quality.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

The Clink Charity's fulltime support workers work closely with each of the prisoners in training. Upon release they help graduates find employment and they mentor them weekly for 6 to 12 months, to help them reintegrate back into society.

Public benefit statement

The Trustees confirm that they have given due consideration to Charity Commission published guidance on the operation of the Public Benefit requirement in relation to the activities of the charitable company.

Financial Review

During 2022 our income rose from £2,204,936 in 2021 to £4,014,821, as we continued to raise money from donations and grants but and our trading operations reopened. The end of year results showed a deficit of £304,308 (2021: £305,984).

We were incredibly grateful to our generous supporters who continued to donate to support our work so that during the pandemic we were able to continue to assist our beneficiaries, we were also very grateful for the support from our partners HMPPS. The Charity raised £181,858 (2021: £68,444) by way of general donations. During the pandemic and post pandemic period, these funds were used to help the beneficiaries with their day-to-day needs including help with finding and paying for accommodation, uniform and day to day living expenses.

Reserves Policy

The Trustees' objective is to have a cash reserve that is sufficient for the Charity to fulfil its obligations in response to any major unexpected financial situation. The SLT tightly control expenditure and set fully costed and realistic budgets, management accounts and cash flows are reviewed by the SLT monthly and by the Board quarterly. In addition, the Board has a policy regarding new projects and will never embark on a new project without having first built-up sufficient funds to cover the capital and any initial running costs.

The reserve target level of £175,000 was set in 2016 and following a review in November 2019 remains at this level. At the end of 2022, the Group had total reserves of £1,060,431 of which £338,134 represents restricted funds. Unrestricted funds of £722,297 is largely held in fixed assets of £463,834 and as such the charity has free reserves of £258,463 (2021 was £215,510).

Fund Raising methods and processes

The Charity has always depended on the generosity and support of various grant giving trusts, foundations, companies, and philanthropic individuals to build and fund the projects.

No external fund raisers are used to assist with fundraising and the Charity received no complaints in the year regarding its fundraising practices.

The CEO and Finance Director had a successful year raising funds for specific projects and core costs. Once a specific project is identified a proposal is prepared and sent to the organisation (usually grant giving trusts) which has expressed an interest. In the case of capital projects, no work is started until all funding has been secured and the Board has approved it.

Once a grant has been received we work with the donor to ensure that they have all the information that they require to monitor the impact that their donation has achieved, this usually means a report that is required under their grant giving due diligence procedures together with regular updates that may concern the charity in general or their donation in particular. During this year, the CEO has remained in close contact with all our generous partners keeping them updated with the work of the charity and stressing the importance of their valuable contribution to our work.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

In 2022 the Charity raised £181,858 (2021 £68,444) from individual donations and £1,074,008 (2021 £572,039) from Grants. Amounts totalling £26,752 was raised from our Annual Ball which was held in July 2022 having been postponed from its usual February date.

The Clink is now an established Charity and has a loyal group of funders and charitable trusts all of whom carry out periodic due diligence checks. The Board is confident that the continuing capital that is required to roll out current and future plans will be funded by them.

There are a great many kind individuals who have donated to our work either directly, via CAF, Charities Trust, Stewardship or online via Just Giving, Amazon Smiles, Donr, Virgin Money Giving and we are extremely grateful for their generosity and support.

We would also like to thank all the Charitable Trusts and Corporate Funders that have supported our work this year, we highlight here the donations of those who have kindly contributed £2,000 or more during 2022:

Antonio Carluccio Foundation
Charitable Giving
George & Rosie Peck
Sandy & Sue Arbuthnot
Simon Gibson Charitable Trust
Stiftung Auxilium Foundation
The Cleopatra Trust
The David & Ruth Lewis Family Charitable Trust
The Fishmongers Company
The Innholders Charitable Foundation
The Julia & Hans Rausing Trust
The Rank Foundation
The Worshipful Company of Cooks
William Brake Charitable Trust

The work of the charity not only changes lives of the Clink graduates but also their families and friends as well as making society a safer place and saving the taxpayers money.

Statement of Trustees' responsibilities.

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the income and expenditure of the charitable group 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 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 remain in business

THE CLINK CHARITY

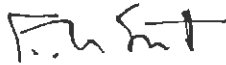
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

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 and the Charities Act 2011, the Charity (Accounts and Report) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In as far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that that they ought to have taken to make themselves aware of any of any relevant audit information and to establish that the auditor is aware of that information.

On behalf of the Board



Finlay Scott – Trustee

Date: 13/7/23

THE CLINK CHARITY

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY FOR THE YEAR ENDED 31 DECEMBER 2022

Opinion

We have audited the financial statements of The Clink Charity (the 'charitable company') for the year ended 31 December 2022 which comprise the Consolidated Statement of Financial Activities (including summary Income and Expenditure Account), the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement 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 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 group's and the parent charitable company's affairs as at 31 December 2022 and of the group's 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 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 the company'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 trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

THE CLINK CHARITY

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY FOR THE YEAR ENDED 31 DECEMBER 2022

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 strategic report and the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' report have 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees 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 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 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 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 is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

THE CLINK CHARITY

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY FOR THE YEAR ENDED 31 DECEMBER 2022

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

THE CLINK CHARITY

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY FOR THE YEAR ENDED 31 DECEMBER 2022

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.



James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

28 July 2023

9 Appold Street
London
EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

THE CLINK CHARITY

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2022**

INCOME AND EXPENDITURE	Note	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income					
Income from raising funds	2	257,427	1,066,008	1,323,435	657,148
Income from charitable activities	5	2,687,100	-	2,687,100	1,126,675
Government CJRS Grant income		-	-	-	420,838
Income from investments	4	4,286	-	4,286	275
Total income		2,948,813	1,066,008	4,014,821	2,204,936
Expenditure					
Expenditure on raising funds	6	37,942	-	37,942	33,052
Expenditure on Charitable Activities					
Primary purpose trading, training and mentoring	6	2,944,418	1,232,825	4,177,243	2,353,434
Other charitable expenditure	6	70,293	33,651	103,944	124,434
Total expenditure	6	3,052,653	1,266,476	4,319,129	2,510,920
Net income for the year		(103,840)	(200,468)	(304,308)	(305,984)
Gross transfers between funds	13	-	-	-	-
Net movements in funds		(103,840)	(200,468)	(304,308)	(305,984)
Funds brought forward		826,137	538,602	1,364,739	1,870,723
Funds carried forward		722,297	338,134	1,060,431	1,364,739

All amounts derive from continuing activities.

The charitable company has no recognised gains or losses other than the net income for the year.

The accompanying notes form part of these financial statements.

THE CLINK CHARITY**CONSOLIDATED AND CHARITY BALANCE SHEETS
FOR THE YEAR ENDED 31 DECEMBER 2022**

		Group		Charity	
	Note	2022	2021	2022	2021
		£	£	£	£
Fixed assets					
Fixed Assets	8	463,834	545,865	-	-
Investments	9	-	-	2	2
		<u>463,834</u>	<u>545,865</u>	<u>2</u>	<u>2</u>
Current assets					
Stock		85,406	73,736	-	-
Debtors	10	171,934	111,949	11,402	39,233
Cash at bank		2,670,960	3,652,604	2,456,529	3,426,394
		<u>2,928,300</u>	<u>3,838,289</u>	<u>2,467,931</u>	<u>3,465,627</u>
Creditors: amounts falling due within one year	11	<u>(2,121,703)</u>	<u>(2,809,415)</u>	<u>(1,696,630)</u>	<u>(2,484,106)</u>
Net current assets		806,597	1,028,874	771,301	981,521
Creditors: amounts falling due after more than one year	12	<u>(210,000)</u>	<u>(210,000)</u>	<u>(210,000)</u>	<u>(210,000)</u>
Net assets		<u>1,060,431</u>	<u>1,364,739</u>	<u>561,303</u>	<u>771,523</u>
Funds	13				
Unrestricted funds		722,297	826,137	223,169	232,921
Restricted funds		338,134	538,602	338,134	538,602
		<u>1,060,431</u>	<u>1,364,739</u>	<u>561,303</u>	<u>771,523</u>

The deficit for the financial year dealt with in the financial statements of the parent charity totalled £210,220 (2021: £313,850)

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

On behalf of the Board



Finlay Scott - Trustee

Date: 13/7/2023

Company registration number: 07157540

THE CLINK CHARITY**CONSOLIDATED CASHFLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2022**

	Note	2022 £	2021 £
Cash flows from operating activities:			
Net cash (used in) / provided by operating activities	16	(898,505)	1,854,204
Cash flows from investing activities:			
Interest receivable	4	4,286	275
Purchase of property, plant and equipment	8	(87,425)	(98,894)
Net cash (used in) Investing activities		(83,139)	(98,619)
Change in cash and cash equivalents in the reporting period		(981,644)	1,755,584
Cash and cash equivalents at the beginning of the reporting period		3,652,604	1,897,020
Cash and cash equivalents at the end of the reporting period		2,670,960	3,652,604
Analysis of Cash and Cash Equivalents			
		2022 £	2021 £
Cash in hand		1,166	78
Cash at bank		343,898	335,316
Short Term & Immediate Notice deposits		2,325,896	3,317,210
Total cash and cash equivalents		2,670,960	3,652,604
Analysis of Changes in debt			
	1 Jan 2022 £	Cashflows £	31 Dec 2022 £
Cash at bank	3,652,604	(981,644)	2,670,960
Loans falling due within one year	-	-	-
Loans falling due after more than one year	-	-	-
	3,652,604	(981,644)	2,670,960

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

1 ACCOUNTING POLICIES

Accounting Convention

The financial statements are prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The charitable company is a public benefit entity for the purpose of FRS102 and therefore the charity and group's financial statements have been prepared in accordance with 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 (the FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared on a going concern basis which assumes the charitable group will continue in operational existence for the foreseeable future.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. Following the impact of COVID 19 the trustees have considered the charitable group's future plans and operating and budgeting processes including making reasonable assumptions in the light of the current inflation and cost of living crisis. The trustees have reviewed the organisations forecast income, expenditure and cashflows for the period of at least 12 months from approving these accounts and the Trustees have concluded that the charitable group has adequate resources to meet its liabilities as they fall due and will continue in operational existence for the foreseeable future. Accordingly, the financial statements are presented on a going concern basis.

Basis of consolidation

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries The Clink Restaurant Company Limited, Clink Trading Limited and The Clink Cafe Charity. A separate statement of financial activities is not presented for the charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is at the following annual rates to write off each asset over its estimated useful life:

Leasehold	10%	per annum
Plant and machinery	10%	per annum
Fixtures and fittings	10%	per annum
Motor vehicles	10%	per annum
Computer equipment	20%	per annum

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all its financial instruments.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at the amount receivable and subsequently adjusted for any impairment or other change in consideration expected to be received on settlement

Basic financial liabilities

Basic financial liabilities, including trade and other creditors, bank loans, loans from fellow group companies, are initially measured at the amount payable and subsequently adjusted for any changes in consideration expected to be paid on settlement.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)**

1 ACCOUNTING POLICIES (Continued)

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

2 VOLUNTARY INCOME

	Unrestricted £	Restricted £	2022 £	2021 £
Donations	181,858	-	181,858	68,444
Gift aid	7,470	-	7,470	2,375
Grants	8,000	1,066,008	1,074,008	572,039
	<u>197,328</u>	<u>1,066,008</u>	<u>1,263,336</u>	<u>642,858</u>
2021 Total Voluntary Income	<u>138,971</u>	<u>503,887</u>	<u>642,858</u>	

Of total voluntary income reported above, £197,328 are attributable to unrestricted funds (2021: £138,971) and £1,066,008 attributable to restricted funds (2021: £503,887).

Grants included in the above are as follows:

2022	Unrestricted £	Restricted £	2022 £	2021 £
Raising Foundation	-	820,675	820,675	94,766
Wendy Osorio	-	-	-	135,000
The Innholders' Charitable Foundation	-	30,000	30,000	-
Rank Foundation	-	-	-	25,000
Stiftung Auxilium - Porticus	-	83,333	83,333	83,333
The Worshipful Company of Cooks	-	-	-	42,000
City Bridge Trust	-	-	-	35,000
PHA Arbutnot	-	50,000	50,000	-
The Fishmongers' Company	-	20,000	20,000	-
David & Ruth Lewis Family trust	-	30,000	30,000	57,500
Blyth	-	-	-	25,000
Antonio Carluccio Foundation	-	-	-	35,500
Goldsmiths	-	-	-	15,000
Gibson Charitable trust Cardiff	-	-	-	5,000
Borrows Charitable Trust COVID19	-	-	-	2,500
Assistance with sous chef salary	-	32,000	32,000	-
Brake Foundation	8,000	-	8,000	-
Other small grants	-	-	-	16,440
Total Grant Income	<u>8,000</u>	<u>1,066,008</u>	<u>1,074,008</u>	<u>572,039</u>
2021 Total Grant Income	<u>75,000</u>	<u>497,039</u>	<u>572,039</u>	

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)**

3 OTHER FUNDRAISING ACTIVITIES

	£	£
Fundraising events	60,099	14,290
	<u>60,099</u>	<u>14,290</u>

All fundraising events income is attributable to unrestricted funds

4 INVESTMENT INCOME

	2022 £	2021 £
Interest receivable	4,286	275
	<u>4,286</u>	<u>275</u>

Investment income totalling £4,286 are attributable to unrestricted funds (2021: £275)

5 INCOME FROM CHARITABLE ACTIVITIES

	2022 £	2021 £
Income from restaurant sales	630,602	146,805
Income from training restaurants - training income	612,750	600,000
Income from events catering - events income	1,415,503	358,081
Other charitable income - other income	28,245	21,789
	<u>2,687,100</u>	<u>1,126,675</u>

Incoming resources from charitable activities totalling, £2,665,126 are attributable to unrestricted funds (2021: £1,126,675)

6 ANALYSIS OF EXPENDITURE

2022	Staff costs (Note 7) £	Direct costs £	Support costs (Note 6a) £	Total 2022 £
Expenditure on raising funds:				
Expenditure on raising donations	15,994	17,400	4,548	37,942
Charitable activities:				
General charitable activities	78,026	-	22,186	100,212
COVID19 Support	-	3,732	-	3,732
Restaurant operation, training and mentoring	1,905,864	391,826	541,910	2,839,600
Events operation, training and mentoring	516,582	674,177	146,884	1,337,643
Cafe operation, training and mentoring	-	-	-	-
Total expenditure	<u>2,516,466</u>	<u>1,087,135</u>	<u>715,528</u>	<u>4,319,129</u>

Total expenditure reported above is comprised of £ attributable to unrestricted funds (2021: £2,028,860) and £ attributable to restricted funds (2021: £482,060)

2021	Staff costs (Note 7) £	Direct costs £	Support costs (Note 6a) £	Total 2021 £
Expenditure on raising funds:				
Expenditure on raising donations	15,833	11,671	5,548	33,052
Charitable activities:				
General charitable activities	69,518	-	24,362	93,881
COVID19 Support	-	30,553	-	30,553
Restaurant operation, training and mentoring	1,252,057	144,950	438,779	1,835,786
Events operation, training and mentoring	239,616	194,059	83,973	517,648
Cafe operation, training and mentoring	-	-	-	-
Total expenditure	<u>1,577,024</u>	<u>381,233</u>	<u>552,662</u>	<u>2,510,920</u>

THE CLINK CHARITY**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)**

6a Analysis of Support Costs	Total 2022 £	Total 2021 £
General expenses	337,558	209,959
Information technology & Computer Costs	56,822	49,106
Marketing & Website costs	6,846	9,565
Insurance	32,812	23,049
Bank charges	4,065	3,032
Depreciation	162,881	171,856
Irrecoverable VAT	2,592	5,183
Governance Costs (6b)	111,952	80,911
	715,528	552,661
6b Governance costs	Total 2022 £	Total 2021 £
Trustees Expenses	-	-
Audit fees (i)	37,490	32,723
Legal & professional fees	67,187	46,306
Other professional fees	7,275	1,882
	111,952	80,911
	Total 2022 £	Total 2021 £
(i) Audit fees analysis		
Audit fees - Current year	26,190	23,605
Audit fees - prior year under accrual	3,990	3,218
- Non-audit services	7,310	5,900
	37,490	32,723

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)**

7 STAFF COSTS	2022 £	2021 £
Wages and Salaries	2,206,593	1,377,370
Social Security contributions	226,975	132,723
Pension contributions	82,898	66,931
	2,516,466	1,577,024

The average number of employees in the year was 75 (2021 - 46)

Staff costs allocated within expenditure as:	2022 £	2021 £
Expenditure on raising funds	15,994	15,833
Charitable activities	2,500,472	1,561,191
	2,516,466	1,577,024

Staff costs shown above is inclusive of:

Employee redundancy and non-contractual termination payments of £13,435 (2021: £nil) were made during the year.

The Director and senior management team are considered to be Key Management Personnel of the charity and total remuneration paid to KMP during the year was £483,320 (2021: £360,237).

Employees paid over £60,000 fell into the following bands:	2022	2021
£90,000 - £100,000	1	-
£80,000 - £90,000	-	1
£70,000 - £80,000	1	-
£60,000 - £70,000	3	1

Pension contributions for the higher paid employees amounted to £28,475 (2021: £24,164) during the year.

No Trustees were paid any remuneration during the current or previous year. Trustees were reimbursed expenses totalling £Nil (2021: £nil).

8 TANGIBLE FIXED ASSETS (GROUP)

	Leasehold Property £	Plant & Machinery £	Fixtures & Fittings £	Motor Vehicles £	Office Equipment £	Total £
Cost						
At 1 January 2022	79,356	590,850	884,966	73,334	39,187	1,667,693
Additions	-	85,149	1,419	-	857	87,425
Disposals	-	-	-	(13,149)	-	(13,149)
At 31 December 2022	79,356	675,999	886,385	60,185	40,044	1,741,969
Depreciation						
At 1 January 2022	55,550	348,680	659,528	20,698	37,372	1,121,828
Charge for year	7,936	57,672	88,187	7,333	1,753	162,881
Disposals	-	-	-	(6,574)	-	(6,574)
At 31 December 2022	63,486	406,352	747,715	21,457	39,125	1,278,135
Net Book Value						
At 31 December 2022	15,870	269,647	138,670	38,728	919	463,834
At 31 December 2021	23,806	242,170	225,438	52,636	1,815	545,865

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)

9 FIXED ASSET INVESTMENTS

The Clink Charity owns the whole of the share capital of The Clink Trading Limited, a company registered in England and Wales (company number 9926424, registered office 1 London Bridge, London SE1 9BG). The Clink Trading Company operates the events catering in fulfilment of the charity's charitable purpose.

The Clink Charity also owns the whole of the share capital of The Clink Restaurant Company Limited, a company registered in England and Wales (company number 7092125, registered office 1 London Bridge, London SE1 9BG)). The Clink Restaurant Company operates the restaurants in fulfilment of the charity's charitable purpose.

The Clink Charity is sole member of The Clink Café Charity, a charitable incorporated organisation "CIO" (charity number 1180942 company number CE015766, register office 1 London Bridge, London SE1 9BG) which operates a café in central Manchester. The Clink Café Charity has ceased trading as at 31 December 2020.

The Clink Charity also owns the whole of the share capital of the following dormant subsidiaries

Entity Name	Company Registration No.	
The Clink Bakery Ltd	12161670	100% wholly owned subsidiary (dormant)
The Clink Café Ltd	12710775	100% wholly owned subsidiary (dormant)
The Clink College Ltd	12704773	100% wholly owned subsidiary (dormant)
The Clink Events Ltd	12161627	100% wholly owned subsidiary (dormant)
The Clink Gardens Ltd	12704769	100% wholly owned subsidiary (dormant)
The Clink Training Ltd	12161764	100% wholly owned subsidiary (dormant)
The Clink Kitchens Ltd	12165242	100% wholly owned subsidiary (dormant)
The Clink and Collect Ltd	12711813	100% wholly owned subsidiary (dormant)
The Clink at Home Ltd	13161527	100% wholly owned subsidiary (dormant)

All activities have been consolidated in the Statement of Financial Activities on a line by line basis. A summary of the results of the subsidiary are shown below.

	Restaurant		Trading		Café	
	2022	2021	2022	2021	2022	2021
	£	£	£	£	£	£
Turnover	2,489,674	1,838,447	1,439,917	542,504	-	-
Cost of sales	(1,980,565)	(1,222,327)	(1,118,584)	(379,120)	-	-
Gross profit	509,109	616,120	321,333	163,384	-	-
Administrative expenses	(876,182)	(622,523)	(205,950)	(175,573)	-	(425)
	(367,073)	(6,403)	115,383	(12,189)	-	(425)
Other operating income	154,778	21,653	2,825	-	-	-
Operating (loss)/profit	(212,295)	15,250	118,208	(12,189)	-	(425)
Exceptional income	-	-	-	-	-	5,230
(Loss)/Profit on ordinary activities	(212,295)	15,250	118,208	(12,189)	-	4,805
Assets	609,622	789,926	461,432	217,945	-	-
Liabilities	(277,567)	(245,576)	(294,355)	(169,076)	-	-
Net Assets / (liabilities)	332,055	544,350	167,077	48,869	-	-

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)**

10 DEBTORS

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	133,074	102,729	7,000	136
Other debtors	27,755	5,560	4,098	2,220
Prepayments & Accrued Income	11,105	3,660	-	250
Due from subsidiary undertakings	-	-	304	36,627
	171,934	111,949	11,402	39,233

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	167,273	54,865	182	74
Other creditors	33,258	52,640	-	23
Accruals	82,908	59,442	25,483	19,000
Deferred income	1,680,864	2,535,068	1,643,709	2,462,664
Taxation and social security	157,400	107,400	2,842	2,345
Due to subsidiary undertakings	-	-	24,414	-
	2,121,703	2,809,415	1,696,630	2,484,106

The deferred income balance of £1,643,709 (2021: £2,464,664) in the charity comprises income from ticket sales, fundraising and sponsorship for the Clink Ball 2023 totalling £7,000 and £1,634,599 Clink Kitchens Project Funding received from The Julia and Hans Rausing Trust which is subject to certain matched funding conditions. The group deferred income balance further includes £37,155 (2021: £72,404) for events taking place in 2023.

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Deferred income at 1 January	2,535,068	628,844	2,462,664	559,500
Deferred income released in the year	(2,535,068)	(628,844)	(2,462,664)	(559,500)
Income received in advance	1,680,864	2,535,068	1,643,709	2,462,664
Deferred income at 31 December	1,680,864	2,535,068	1,643,709	2,462,664

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Repayable grant	210,000	210,000	210,000	210,000

The Rank Foundation have provided a repayable grant to the charity at a 0% interest rate with no early repayment clause. Since the balance sheet date the trustees of the Rank Foundation have agreed to extend the repayment date from September 2022 to December 2026.

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)**

13 GROUP - RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS

2022	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted funds					
General funds	1,561,625	132,355	(142,108)	-	1,551,872
Trading funds	(735,488)	2,816,458	(2,910,545)	-	(829,575)
Total Unrestricted Funds	826,137	2,948,813	(3,052,653)	-	722,297
Restricted funds					
The Innholders' Charitable Foundation	-	30,000	(26,283)	-	3,717
Wendy Osorio	119,084	-	(85,584)	-	33,500
Savoy Education Trust	11,051	-	(11,051)	-	(0)
The Julia and Hans Rausing Trust	246,375	820,675	(820,675)	-	246,375
PHA Arbutnot	-	50,000	(50,000)	-	-
Antonio Carluccio Foundation	40,300	-	(40,300)	-	-
The David & Ruth Lewis Family Charitable Trust	29,412	30,000	(50,117)	-	9,295
The Worshipful Company of Cooks	29,470	32,000	(32,071)	-	29,399
City Bridge Trust	18,552	-	(18,552)	-	(0)
The Fishmongers' Company	31,070	20,000	(42,070)	-	9,000
Stiftung Auxilium Foundation - Porticus	-	83,333	(83,333)	-	-
Butchers' and Drovers Charitable Institution	4,860	-	(4,860)	-	-
COVID19 Graduate Support fund	8,428	-	(1,580)	-	6,848
Total Restricted Funds	538,602	1,066,008	(1,266,476)	-	338,134
Total Funds	1,364,739	4,014,821	(4,319,129)	-	1,060,431

COMPARATIVE INFORMATION: GROUP - RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS YEAR ENDED 31 DECEMBER 2021

2021	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted funds					
General funds	1,897,302	138,424	(474,101)	-	1,561,625
Trading funds	(743,354)	1,562,625	(1,554,759)	-	(735,488)
Total Unrestricted Funds	1,153,948	1,701,049	(2,028,860)	-	826,137
Restricted funds					
The Innholders' Charitable Foundation	10,980	-	(10,980)	-	-
Wendy Osorio	-	135,000	(15,916)	-	119,084
Savoy Education Trust	15,827	-	(4,776)	-	11,051
The Julia and Hans Rausing Trust	302,046	94,766	(150,437)	-	246,375
Sandy & Sue Arbutnot	50,000	-	(50,000)	-	-
The Rank Foundation	7,357	-	(7,357)	-	-
Antonio Carluccio Foundation	6,000	35,500	(1,200)	-	40,300
The David & Ruth Lewis Family Charitable Trust	-	57,500	(28,088)	-	29,412
The Worshipful Company of Cooks	24,367	42,000	(36,897)	-	29,470
City Bridge Trust	3,655	35,000	(20,103)	-	18,552
The Fishmongers' Company	64,503	-	(33,433)	-	31,070
Stiftung Auxilium Foundation - Porticus	7,066	83,333	(90,399)	-	-
Beatrice Lang	10,000	-	(10,000)	-	-
Butchers' and Drovers Charitable Institution	-	4,860	-	-	4,860
PCC RR Grant funding The Clink Restaurant	1,633	-	(1,633)	-	-
Gibson Charitable trust Cardiff	-	5,000	(5,000)	-	-
Borrows Charitable Trust COVID19	-	2,500	(2,500)	-	-
COVID19 Graduate Support fund	13,341	8,428	(13,341)	-	8,428
Total Restricted Funds	516,775	503,887	(482,060)	-	538,602
Total Funds	1,670,723	2,204,936	(2,510,920)	-	1,364,739

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)**

13a CHARITY - RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS

2022	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted - General funds	232,921	132,355	(142,107)	-	223,169
Restricted funds					
The Innholders' Charitable Foundation	-	30,000	(26,283)	-	3,717
Wendy Osorio	119,084	-	(85,584)	-	33,500
Savoy Education Trust	11,051	-	(11,051)	-	(0)
The Julia and Hans Rausing Trust	246,375	820,675	(820,675)	-	246,375
PHA Arbutnot	-	50,000	(50,000)	-	-
Antonio Carluccio Foundation	40,300	-	(40,300)	-	-
The David & Ruth Lewis Family Charitable Trust	29,412	30,000	(50,117)	-	9,295
The Worshipful Company of Cooks	29,470	32,000	(32,071)	-	29,399
City Bridge Trust	18,552	-	(18,552)	-	(0)
The Fishmongers' Company	31,070	20,000	(42,070)	-	9,000
Stiftung Auxilium Foundation - Porticus	-	83,333	(83,333)	-	-
Beatrice Lang	-	-	-	-	-
Butchers' and Drivers Charitable Institution	4,860	-	(4,860)	-	-
COVID19 Graduate Support fund	8,428	-	(1,580)	-	6,848
Total Restricted Funds	538,602	1,066,008	(1,266,476)	-	338,134
Total Funds	771,523	1,198,363	(1,408,583)	-	561,303

CHARITY - COMPARATIVE INFORMATION: RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS YEAR ENDED 31 DECEMBER 2021

2021	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted - General funds	568,597	138,424	(474,100)	-	232,921
Restricted funds					
The Innholders' Charitable Foundation	10,980	-	(10,980)	-	-
Wendy Osorio	-	135,000	(15,916)	-	119,084
Savoy Education Trust	15,827	-	(4,776)	-	11,051
The Julia and Hans Rausing Trust	302,046	94,766	(150,437)	-	246,375
Sandy & Sue Arbutnot	50,000	-	(50,000)	-	-
The Rank Foundation	7,357	-	(7,357)	-	-
Antonio Carluccio Foundation	6,000	35,500	(1,200)	-	40,300
The David & Ruth Lewis Family Charitable Trust	-	57,500	(28,088)	-	29,412
The Worshipful Company of Cooks	24,367	42,000	(36,897)	-	29,470
City Bridge Trust	3,655	35,000	(20,103)	-	18,552
The Fishmongers' Company	64,503	-	(33,433)	-	31,070
Stiftung Auxilium Foundation - Porticus	7,066	83,333	(90,399)	-	-
Beatrice Lang	10,000	-	(10,000)	-	-
Butchers' and Drivers Charitable Institution	-	4,860	-	-	4,860
PCC RR Grant funding The Clink Restaurant	1,633	-	(1,633)	-	-
Gibson Charitable trust Cardiff	-	5,000	(5,000)	-	-
Borrows Charitable Trust COVID19	-	2,500	(2,500)	-	-
COVID19 Graduate Support fund	13,341	8,428	(13,341)	-	8,428
Total Restricted Funds	516,775	503,887	(482,060)	-	538,602
Total Funds	1,085,372	642,311	(956,160)	-	771,523

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)**

13 RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS (CONTINUED)

The Innholders' Charitable Foundation provides for mentoring and support for HMP Brixton restaurant.
Savoy Educational Trust funding towards core costs of The Clink Café charity and graduate training costs across all projects
Butchers' and Drovers Charitable Institution provides funding for trainee places.
The Rank Foundation for the funding of a General Manager for Clink Events at HMP Downview.
Wendy Osorio provides funding for graduate support costs and Gardener HMP High Down.
The Worshipful Company of Cooks provides funding for sous chef / chef trainer mentor at HMP Downview.
The David & Ruth Lewis Family Charitable Trust provides funding for Support Workers (Cardiff and Styal).
City Bridge Trust provides funding for a support worker at HMP High Downview.
The Fishmongers' Company provides funding for HMP Styal Gardening Project (staff costs and capex)
Simon Gibson Charitable Trust provides funding for HMP Cardiff.
Antonio Cartuccio Foundation provides funding for 3 trainee places and sous chef.
Beatrice Laing funding for new Ovens at HMP High Down

Funding received for the Clinks Kitchens Project is reflected by below funds

The Julia and Hans Rausing Trust
Sandy & Sue Arbuthnot
Stiftung Auxilium - Porticus

COVID-19 Clink Graduate Emergency Support Fund to provide emergency accommodation, basic provisions and other essentials to Clink Graduates in need in the Community.

14 GROUP - ALLOCATION OF NET ASSETS

	Fixed Assets £	Current Assets £	Current Liabilities £	Non Current Liabilities £	2022 Total £
General fund	-	2,129,493	(367,621)	(210,000)	1,551,872
Trading funds	463,834	460,673	(1,754,082)	-	(829,575)
Restricted Funds	-	338,134	-	-	338,134
	463,834	2,928,300	(2,121,703)	(210,000)	1,060,431

	Fixed Assets £	Current Assets £	Current Liabilities £	Non Current Liabilities £	2021 Total £
General fund	-	435,164	1,336,461	(210,000)	1,561,625
Trading funds	545,865	409,289	(1,690,642)	-	(735,488)
Restricted Funds	-	2,993,836	(2,455,234)	-	538,602
	545,865	3,838,289	(2,809,415)	(210,000)	1,364,739

14a CHARITY - ALLOCATION OF NET ASSETS

	Fixed Assets £	Current Assets £	Current Liabilities £	Non Current Liabilities £	2022 Total £
General fund	2	2,129,797	(1,696,630)	(210,000)	223,169
Restricted Funds	-	338,134	-	-	338,134
	2	2,467,931	(1,696,630)	(210,000)	561,303

	Fixed Assets £	Current Assets £	Current Liabilities £	Non Current Liabilities £	2021 Total £
General fund	2	471,791	(28,872)	(210,000)	232,921
Restricted Funds	-	2,993,836	(2,455,234)	-	538,602
	2	3,465,627	(2,484,106)	(210,000)	771,523

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)

15 RELATED PARTY TRANSACTIONS

Donations received from trustees in the year amounted to £NIL (2021: £NIL)

During the year, The Clink Charity provided grants of £1,246,322 (2021: £711,479) to The Clink Restaurant Company Limited including COVID19 support grants of £NIL (2021: £30,809). Included in the balance sheet for the charity is balance of £304 (2021: £36,627) due from The Clink Restaurant Company Limited. Interest of £NIL (2021: £NIL) was charged on the loan balance.

During the year, The Clink Charity provided grants of £24,414 (2021: £128,500) to Clink Trading Limited. Included in the balance sheet for the charity is balance of £24,414 (2021: £NIL) due to Clink Trading Limited. Interest of £NIL (2021: £NIL) was charged on the loan balance.

During the year, The Clink Charity provided grants of £NIL (2021: £NIL) to the Clink Cafe. Included in the balance sheet for the charity is balance of £NIL (2021: £NIL) due to the Clink Cafe. Interest of £NIL (2021: £NIL) was charged on the loan balance.

16 Reconciliation of net expenditure to net cash flow from operating activities

	2022 £	2021 £
Net income for the reporting period	(304,308)	(305,984)
Adjustments for:		
Interest receivable	(4,286)	(275)
Depreciation	162,881	171,857
Disposal of fixed assets	6,575	39,339
(Increase) in stock	(11,670)	(7,018)
(Increase) in debtors	(59,985)	39,089
(Decrease) / Increase in creditors	(687,712)	1,917,196
Net cash provided by operating activities	(898,505)	1,854,204

17 Operating Lease commitments

The group has the below minimum lease payments payable under non-cancellable operating leases arrangements at the reporting date.

	Group			Charity		
	Plant & Machinery	Office Equipment	Total	Total	Office Equipment	
	2022 £	2022 £	2022 £	2021 £	2022 £	2021 £
Within a year	-	2,866	2,866	10,500	2,866	2,866
Two to five years	-	-	-	2,866	-	2,866
	-	2,866	2,866	13,366	2,866	5,732

THE CLINK CHARITY

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022 (CONTINUED)**

18 COMPARATIVE INFORMATION: STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR YEAR ENDED 31 DECEMBER 2021)

	Unrestricted Funds	Restricted Funds	Total 2021	Total 2020
	£	£	£	£
Income				
Income from raising funds	574,099	503,887	1,077,986	1,597,405
Income from charitable activities	1,126,675	-	1,126,675	1,043,369
Government CJRS Grant income	-	-	-	651,273
Income from investments	275	-	275	2,889
Total income	1,701,049	503,887	2,204,936	3,294,936
Expenditure				
Expenditure on raising funds	350,680	30,553	381,233	37,373
Expenditure on Charitable Activities				-
Primary purpose trading, training and mentoring	1,577,024	-	1,577,024	2,396,044
Other charitable expenditure	552,663	-	552,663	118,771
Total expenditure	2,480,367	30,553	2,510,920	2,552,188
Net income for the year	(779,318)	473,334	(305,984)	742,748
Gross transfers between funds	-	-	-	-
Net movements in funds	(779,318)	473,334	(305,984)	742,748
Funds brought forward	1,153,947	516,775	1,670,722	927,975
Funds carried forward	374,629	990,109	1,364,738	1,670,723

THE CLINK CHARITY

England & Wales - Charity number 1134581

Accounts

THE CLINK CHARITY

Limited by guarantee

Registered Charity Number 1134581

Registered Company Number 07157540 (England and Wales)

**CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

THE CLINK CHARITY

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

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THE CLINK CHARITY

TRUSTEES, OFFICERS, AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2021

Trustees

W Atkinson
R Davidson (resigned 20th May 2022)
B Ignjatovic
C Juman (appointed 9th December 2021)
K McGrath
S Mohammed (resigned 31st August 2021)
F Scott
T Wates
D Walker (appointed 16th March 2021)

Registered Office

No. 1 London Bridge
London
SE1 9BG

Chief Executive

C Moore (resigned 31st December 2021)
Y M Thomas (appointed 23rd March 2022)

Company Secretary

D Whitworth

Bankers

Coutts & Co
440 Strand
London
WC2R 0QS

Nat West
135 Bishopsgate
London
EC2M 3UR

Solicitors

Howard Kennedy LLP
No 1 London Bridge
London
SE 1 9BG

Auditors

Moore Kingston Smith LLP
9 Appold Street
London
EC2A 2AP

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

Chair's Statement

Reoffending remains one of the most pressing challenges facing society today. The financial impact upon the UK economy is estimated as £18.1 billion per year and being a major factor in increasing the chasm in society between the haves and have nots. The Clink Charity delivers an integrated training and support programme that significantly reduces reoffending by producing excellent outcomes across our training restaurants, kitchens, gardens, and events projects.

Reducing crime and improving lives is at the heart of what The Clink does. Our latest initiative, Clink Kitchens starting in April 2021 in partnership with HMPPS and underlines the impact The Clink Charity has had over the last eleven years. I am delighted to announce that we are building upon the success of our innovative Clink Kitchens project and rolling it out across the prison estate. The Clink Kitchens programme will be live in one third of the prison estate in 2022, with plans to further expand in 2023. This will increase the number of students we can train to c.750 each year who we will support into full-time employment. Our professional chef trainer assessors will work with trainees to help them achieve City & Guilds certificates (for shorter and community sentenced prisoners) and NVQ Levels 1, 2 and 3 for those serving longer sentences. The significant coverage of Clink Kitchens will enable trainees to move prisons as they progress in their sentence, and still access their Clink Kitchens training.

Our training supports Clink students in prison to both achieve work-related qualifications and to work in a disciplined employment environment while training. Our support workers help trainees to rebuild links with their families as well as preparing them for release by making sure they have somewhere to live on release and are on the path to employment. Rehabilitation is a complex process. By supporting graduates for at least a year after release, The Clink Charity makes sure that graduates have the best possible chance of success thus benefitting them, their families and preventing future victims of crime.

2021 has created challenges for The Clink because of the pandemic. We suspended delivering the training at our sites on 23rd March 2020, except at HMP Brixton and HMP Send where we continued training in some capacity throughout the period. We restarted limited training at our other sites in August 2021. Clink Events remained closed until restrictions had been lifted. Our work in the community continued, by supporting our graduates through regular contact, alternative employment as hospitality had closed and by providing vital financial support to those who needed it.

I would like to thank our very generous funders – largely grant-maintaining trusts and philanthropic individuals-who have continued to support us during the past year as well as providing continuing funding to support new requirements such as a graduate hardship fund. These additional funds have meant that our charitable operations ended the year in a secure financial position.

Our Senior Leadership Team and staff responded incredibly during uncertain times, showing flexibility, innovation, and resilience. They kept in touch with our key partner HMPPS throughout to ensure that we could restart training in individual prisons at the earliest opportunity. I would also like to thank HMPPS staff who worked tirelessly throughout the pandemic in extremely challenging circumstances,

I would like to thank our former Chief Executive, Christopher Moore and our Finance Director, Debbie Whitworth, for their hard work, dedication, and support during the last year. They have had an incredibly challenging time and have shown tremendous resilience and leadership in the most challenging year I can recall. Christopher moved on to pastures new in December 2021 following 11 years at the helm of the charity. I would like to take this opportunity to formally welcome Yvonne Thomas, our new Chief Executive who joined us in January 2022.

I would also like to thank Rosie Davidson and Shabaz Mohammed for their invaluable support to the Charity, the trustees and the Senior Leadership Team since 2013 and 2018 respectively.

I would also like to thank our partners the Ministry of Justice, HM Prison and Probation Service, the employers we work with who are prepared to give our graduates a chance and the hospitality and food industry who continue to support is in many different ways Everyone involved has played an integral part in helping us change the many misconceptions that surround prisoner rehabilitation.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

The Clink has continued to demonstrate what can be achieved when society collectively engages to help those who want and deserve a second chance. With the help of our funders, partners, and friends, we will continue to help people who have offended to break the cycle of reoffending through training, employment, and support, and help them to help themselves to build a brighter future.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

Chief Executive's Report

This is my first report as Chief Executive and I would like to thank and commend my predecessor, Chris Moore, for steering the charity through an incredibly difficult period.

Despite the most challenging year most of us can remember, The Clink Charity, working with HMPPS, continues to achieve extraordinary outcomes in reducing reoffending. We deliver our mission with compassion, professionalism and integrity in an environment that can sometimes seem bleak, with so many daily challenges, The Clink Charity demonstrates what can be achieved when society collectively engages to help those who need a second chance.

The outbreak of the pandemic led us to suspend delivery of training at the end of March 2020 as prisons locked down. We placed most of our staff on the government's Job Retention Scheme to protect their jobs for the future. We had over 100 Clink graduates being supported in the community, some of whom were newly released from custody. We therefore retained our team of full-time support workers who worked with our graduates recognising that a new set of needs were emerging.

Our Clink Graduates suffered job losses, furlough, non-payment of salaries by employers, and homelessness, raising the possibility of real poverty and the potential for graduates to return to crime. We launched the COVID-19 Clink Graduate Emergency Support Fund on 1st April 2020 to provide emergency accommodation, basic provisions, and other essentials to those in need. Due to the enormous generosity of our funders and supporters we raised more than £60k which enabled us to help our graduates and their families on an "as needs" basis

Analysis of Outcomes

In June 2020 RBB Economics¹ published an Economic Impact Analysis conducted by volunteers which was verified by Pro Bono Economics². The report revealed that The Clink Charity delivers an outstanding return on investment, saving the taxpayers money through reducing the rates of reoffending.

They found that for every £1 invested, The Clink is likely to generate at least £4.80 in measurable returns through reducing the rate of reoffending considerably more amongst its' graduates when compared with those who have not benefitted from The Clink Charity training. The Clink has invested over £5m to date of philanthropic donations and grants to build its' training restaurants and gardens. The report estimates the savings of £37m to the taxpayer during The Clink's tenure.

The report also shows that the approach we have taken as a team has been able to deliver a four-fold return on investment at a time when reoffending rates are estimated to cost the taxpayer £18.1 billion per annum.

Purpose and objectives

Our purpose is clear and simple. We equip people in prison with skills and experience to enable them to pursue a life without crime therefore reducing reoffending rates.

The trainees at each of The Clink training sites work a full working week whilst gaining a City & Guilds qualification. . Simulating a professional working environment, prisoners apply for the programme, going through full-time training to reach the required level to succeed in the industry for which they have qualified.

¹ RBB Economics specialises in economic analysis.

² Pro Bono Economics is expert in helping charities to understand and better articulate their impact and influence making best use of their data.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

Training When fully open, The Clink Charity trains over 230 people in prison each day, helping them to obtain City & Guilds certificates and NVQs to externally recognised and accredited standards. A full list of the certificates and qualifications we deliver can be found at fig 1. Below.

Delivered to Clink Students



Level 2 Award in Food Safety in Catering



Level 1 NVQ Certificate in Food Preparation and Cooking

Level 2 NVQ Diploma in Food Production and Cooking

Level 2 NVQ Diploma in Professional Cookery

Level 2 NVQ Diploma in Professional Cookery (Preparation and Cooking)



Level 1 NVQ Certificate in Food and Beverage Service

Level 2 NVQ Diploma in Food and Beverage Service



Level 2 Award in Barista Skills



Level 2 Award in Work-based Horticulture

Level 2 Certificate in Work-based Horticulture

Level 2 Diploma in Work-based Horticulture

Delivered to Clink Trainers



Level 3 Award in Assessing Competence in the Work Environment

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

The Clink Restaurants

The Clink Charity operates four training restaurants offering high-quality dining to the public at HMPs High Down (Sutton), Cardiff, Brixton and Styal, a women's prison in Cheshire. Our students train to gain experience and achieve their City & Guilds NVQ Level 2 in Food Preparation and cookery and/or Food and Beverage Service. We also offer shorter qualifications such as Barista Training and, of course, Food Hygiene. By opening to the public, our trainees gain real service experience and are judged on the quality of the food and service against other restaurants in the area. All our restaurants are now open following extended period of closure.

The Clink Gardens

The Clink Gardens operate at HMP Send and HMP High Down in Surrey and in 2021 we opened our third Clink Gardens at HMP Styal in Cheshire. Our trainees gain experience and achieve their City & Guilds NVQ Level 2 in Horticulture. The produce is delivered daily to the restaurants along with free range eggs from our own flock of chickens. We were able to continue training at HMP Send during the pandemic as all training takes place outdoors.

The Clink Events

The Clink Events central production training kitchen at HMP Downview trains women to produce the food for prestigious external catering events. Women from Downview regularly attend events working in the venue kitchen whilst released on temporary license. We also employ Clink Graduates at our events, and we work with Centrepoint to offer young people the opportunity to gain experience of event catering and service. All students, graduates and young people are paid the London living wage for their work. Clink Events is a nominated caterer at the Guildhall London, St Paul's Cathedral and Trinity House as well as many other esteemed London venues.

Q4 2021 saw a strong return for our events from September with all our venues opening and a strong demand from our corporate clients.

2022 bought opportunities for us, with both a successful re-tender of the Guildhall contract and a new client in the Royal Museums, Greenwich covering their five iconic venues. Both contracts are multi-year.

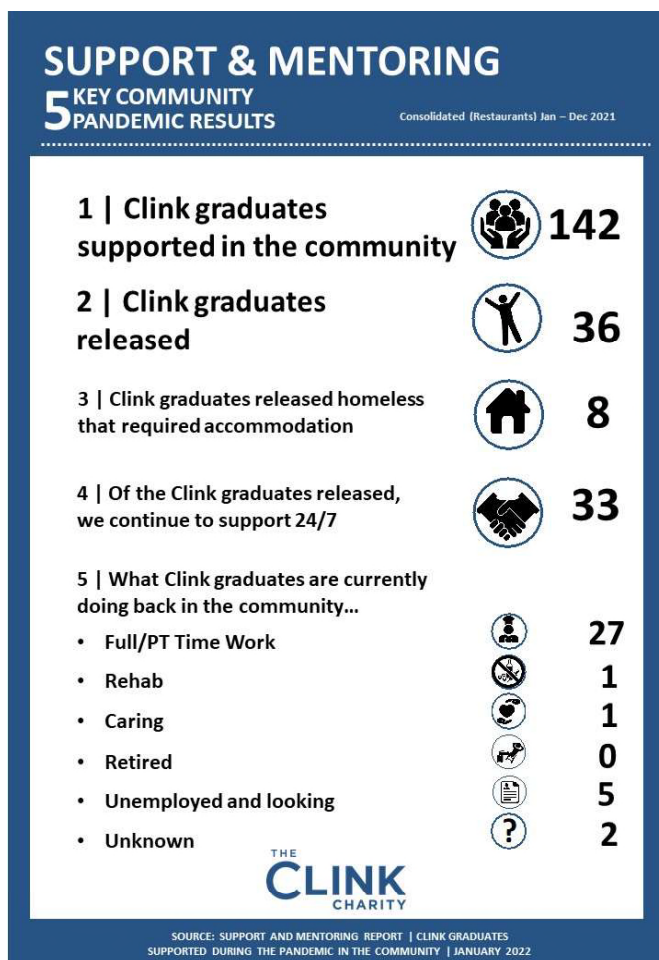
The Clink Kitchens

The Clink Kitchens extends our training and support model into prison kitchens. We train to both NVQ Level 1 and NVQ Level 2 as we do in our restaurants, offering Professional Food Preparation using the prison's own kitchen as our training area. We are now in 32 prison kitchens across England and Wales and expect to be training in c.50 prison kitchens during 2023 providing around 500 training places at any one time.

Mentoring and Support work

The Clink's support and mentoring service is critical to the ongoing success of our graduates. Acquiring training and qualifications while in prison is a great start to a changed life. Supporting graduates towards a life free of offending is what makes The Clink different – and effective.

Our support and mentoring teamwork with our trainees and graduates from about 3 months before release and continue to support post-release for as long as they need us (typically around a year). They help them find somewhere to live, help them get a job and work with them to build strong, supportive, social networks. After periods of imprisonment, many graduates need support, guidance, and encouragement to gain or regain the skills and behaviours necessary to live a fulfilling life and keep a job without reverting to offending. During lockdowns, because of the closure of the hospitality industry, many Clink graduates lost their job, but The Clink support workers continued to help, minimising the risk of recidivism.



The Clink provides an integrated programme involving both formal training, and support before and after release from prison. We meet our graduates at the gate and find them housing, if required, and help them to find employment. We also make sure that they have a bank account and photo ID and that they are registered with a doctor should they wish to. Our Clink support workers are there 24/7 for as long as it takes to support our graduates into independence and a good life. We are currently helping 142 graduates in the community and Clink Graduates continue to be released on a regular basis. Accommodation remains a priority need with many graduates being released from prison with nowhere to live. We support them by sourcing emergency accommodation, providing emergency grants and/or food vouchers, and by providing basic household necessities. We work closely with Local Authorities and other charities as without accommodation and the basics of life, employment and rehabilitation is near-impossible.

Full integration with Clink Kitchens now underway to ensure mentoring and support coverage across the estate as the project grows thus ensuring a full “through the gate” support experience for our graduates.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

Summary

After a difficult two years, The Clink Charity is helping and supporting more people than ever to stop offending. Thanks to our supporters, we now have over 400 training places available across our programmes, with 230 people in training, a figure that is rising each week. We expect training places to be filled as prison Covid restrictions lift.

I would like to thank our generous funders who make our work possible, our board of Trustees and our Chair, Finlay Scott who provide support, guidance, and wisdom. Also, our partners at HMPPS and in particular the New Futures Network team and the Governors and staff of the prisons in which we operate. Thanks also go to our employer partners who give Clink graduates a chance to change.

“Thank you” is not an adequate word for our brilliant staff – but thank you all for your resilience over the last two years, and for bouncing back with incredible enthusiasm to support our growing organisation. Finally, I would like to thank our trainees and graduates for making the commitment to change which takes courage and dedication.

This large group of people from such different worlds are united in their desire to help, to serve and to achieve something worthwhile together. Thank you all.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its memorandum and articles of association and constitutes a company limited by guarantee as defined by the Companies Act 2006.

Organisational structure

Trustee Board

The Charity is governed by a Board of Trustees Chaired by Finlay Scott which supervises the senior leadership team (SLT) and staff headed up by the Chief Executive Officer, Yvonne Thomas (from 31st January 2022). The Board of Trustees meets four times each year to set and oversee the delivery of the Charity's objectives

The Board has a clear and well-understood governance role, approving the strategy, annual budgets and reviewing the management accounts and cash flows on a quarterly basis. The Trustees ensures that risk is well understood and managed, and that the charity is operating legally and in full compliance with our charitable objectives, ethos and values.

The Board appoints and delegates the delivery of the strategy and management of the operation of the charity and its subsidiaries to the CEO, who in turn appoints and manages the SLT. SLT comprises the CEO, the Finance Director, the Operations Director, the Support and Mentoring Director, Training and Operations Director and the Events Managing Director. The SLT meets monthly to review in detail all aspects of the operations including the training, support and mentoring of the beneficiaries of the Charity as well as safeguarding, health, and safety.

There are two additional Trustees committees that meet regularly:

- **Audit and Risk Committee** – this meets with the external auditors twice yearly; once to review the systems and internal controls on financial and governance issues and make any recommendations to the Trustee Board with a second meeting to review the draft Annual Report and Accounts prior to sending to the Board for approval and signing.
- **Remuneration Committee** – this reviews and recommends to the Trustee Board staff remuneration, including the salaries of the SLT. The Committee takes into account the responsibilities of the role and the need to set competitive salaries against what is affordable for the organisation.

Trustee training and induction

Our Trustees have been carefully selected from business, education, legal, financial, media, property and building experience. Upon appointment Trustees are given a copy of the Charity Commission document "The Essential Trustee – What you need to know" and asked to read it. They also spend time with the Chairman, CEO and SLT to familiarise themselves with the operations of the Charity and the Restaurants to ensure that they understand the aims and the objectives of the Charity are achieved.

Risk management

The Trustee Board is responsible for the oversight of the risks faced by the Charity. The Trustee Board and Audit and Risk Committee regularly review the Charity's risk position, internal controls assessment and compliance with relevant statutory and finance regulations. Based on the Charities Commission's Guidance "Charity Reserves: building resilience" the Charity has a risk-management process designed to identify the major risks that could impact on the aims in the Charity's Strategic Plan. This process identifies the major risks the Charity faces, the likelihood of occurrence, the significance of the risk, and any mitigating controls that are in place. It also seeks to identify any actions and resources required to manage these risks further.

Principal risks and uncertainties

From the beginning of the pandemic the Trustee Board met more regularly to review how the charity was affected by the events as they developed, this gave the trustees the opportunity to consider the effects of the COVID-19

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

outbreak on the work of the charity and its finances. These reviews covered income and expenditure forecasts and cash flows. As part of these reviews the Trustees considered the viability of all operations.

During the pandemic by following Government and HMPPS guidelines all sites opened and returned to training by 1st October 2021. During 2021 the kitchens pilot concept opened a number of sites growing from 3 to 10 sites by the end of 2021. The pilot period has allowed the SLT to develop an implementation plan to continue the roll out of the project over the next few years, the current expectation is to be in >50 prison kitchens around England and Wales by the end of 2023. The support workers built on the work that they had done in 2020 providing both mentoring and financial support to released prisoners both newly released prisoners and those who were released pre pandemic. This support was vital as it helped our graduates navigate the uncertainties as they faced in post COVID 2021.

The CEO continued to maintain regular contact with all our funders and is assured that they will continue to support the charity's programme of training and mentoring with all current and future pledges. Due to the generous support of our funders and our partners at HMPPS the charity continued to be sheltered from the effects of the pandemic.

From the beginning of 2022 the raising of restrictions and the impact of COVID-19 has again influenced the charitable company's plans and operating and budgeting processes for the current year.

Safeguarding

During 2021 all existing and new staff underwent online training and will be reviewed as we once we are out of the pandemic and external training becomes available again. We now have full compliance from site and operational level right through the organisation right up to a DSO on the board of trustees.

Health and Safety

Fire, health & safety, food hygiene and allergen awareness is at the core of what we do and we have engaged an external company to audit our process and procedures at all our premises on an annual basis. In addition local Environmental Health Officers inspect our premises and currently we have 5 star ratings across all locations. Our staff are trained in Emergency First Aiders in the workplace and also obtain the following qualifications: Health and Safety (Level 2 or 3), Food Hygiene (Level 2, 3 or 4) and Allergens Awareness (Level 2).

OBJECTIVES AND ACTIVITIES

Significant activities

To ensure the success of the programme, The Clink Charity has developed a five-step integrated model that could be applied across more prisons across the country and to further expand The Clink restaurant concept. The five-step model focuses on Recruitment, Training, Supporting, Employment and Mentoring. This model has dramatically reduced the reoffending rates of those who have been part of the training programme. The Clink employs 70 fulltime employees and all of our prisoner facing staff undergo TAQA (Training Assessment Quality Assurance) trained to ensure that the standard of training and assessing students is consistent and of the highest possible quality.

The Clink Charity's fulltime support workers work closely with each of the prisoners in training. Upon release they help graduates find employment and they mentor them weekly for 6 to 12 months, to help them reintegrate back into society.

Public benefit statement

The Trustees confirm that they have given due consideration to Charity Commission published guidance on the operation of the Public Benefit requirement in relation to the activities of the charitable company.

Financial Review

During 2021 our income fell from £3,294,936 in 2020 to £2,204,936, as we continued to raise money from donations and grants but as our trading operations were affected by both the pandemic and the reopening timetables of the prison establishment where they are based it was a slow recovery with all of our operations finally being open by 1st

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

October 2021. The end of year results showed a deficit of £305,984 (2020 surplus of £742,748), however due to the nature of our operations the level of operating income resulted in lower operating expenses.

We were incredibly grateful to our generous supporters who continued to donate to support our work so that during the pandemic we were able to continue to assist our beneficiaries, we were also very grateful for the support from our partners HMPPS. The Charity raised £68,444 (2020: £79,338) by way of general donations. During the pandemic and post pandemic period, these funds were used to help the beneficiaries with their day-to-day needs including help with finding and paying for accommodation, uniform and day to day living expenses.

We are also extremely grateful that we were able to continue using the furlough scheme thus retaining our extremely skilled workforce under the Job Retention Scheme, this meant that as local areas were facing different challenges as they came out of COVID restrictions we were able to use the flexi-furlough scheme to restart our training projects on a location by location basis using our valuable skilled and fully trained staff. During 2021 we received £420,838 (2020 £651,273)

Reserves Policy

The Trustees' objective is to have a cash reserve that is sufficient for the Charity to fulfil its obligations in response to any major unexpected financial situation. The SLT tightly control expenditure and set fully costed and realistic budgets, management accounts and cash flows are reviewed by the SLT monthly and by the Board quarterly. In addition the Board has a policy regarding new projects and will never embark on a new project without having first built up sufficient funds to cover the capital and any initial running costs.

The reserve target level of £175,000 was set in 2016 and following a review in November 2019 remains at this level. At the end of 2021 the Group had total reserves of £1,364,739 (2020:£1,670,723) of which £538,602 (2020:£516,775) represents restricted funds.

Unrestricted funds held at the end of 2021 totalled £826,137 (2020: £1,153,948) of which £545,865 (2020: £658,166) are invested within fixed assets and as such the charity has free reserves of £215,510 (2020: £495,781) which is in line with the target threshold set by board.

Fund Raising methods and processes

The Charity has always depended on the generosity and support of various grant giving trusts, foundations, companies and philanthropic individuals to build and fund the projects.

No external fund raisers are used. The CEO and Finance Director had a successful year raising funds for specific projects and core costs. Once a specific project is identified a proposal is prepared and sent to the organisation (usually grant giving trusts) which has expressed an interest. In the case of capital projects, no work is started until all funding has been secured and the Board has approved it.

Once a grant has been received, we work with the donor to ensure that they have all the information that they require to monitor the impact that their donation has achieved, this usually means a report that is required under their grant giving due diligence procedures together with regular updates that may concern the charity in general or their donation in particular. During this year the CEO has remained in close contact with all of our generous partners keeping them updated with the work of the charity during the pandemic and stressing the importance of their valuable contribution to our work.

In 2021 the Charity raised £68,444 (2020 £79,338) from individual donations and £572,039 (2020 £1,451,333) from Grants.

The Clink is now an established Charity and has a loyal group of funders and charitable trusts all of whom carry out periodic due diligence checks. The Board is confident that the continuing capital that is required to roll out current and future plans will be funded by them.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

There are a great many kind individuals who have donated to our work either directly, via CAF, Charities, Trust, Stewardship or online via Just Giving, Donor, Virgin Money Giving and we are extremely grateful for their generosity and support.

We would also like to thank all the Charitable Trusts and Corporate Funders that have supported our work this year, we highlight here the donations of those who have kindly contributed £2,000 or more during 2021:

Adrian Swire Charitable Trust
Antonio Carluccio Foundation
Blyth Charitable Trust
Borrows Charitable Trust
Butchers' and Drovers Charitable Institution
City Bridge Trust
Dr Mortimer and Theresa Sackler Foundation
Simon Gibson Charitable Trust
Wendy Osorio
Stiftung Auxilium Foundation
The Cleopatra Trust
The David & Ruth Lewis Family Charitable Trust
The Goldsmiths Company
The Julia & Hans Rausing Trust
The Rank Foundation
The Russell Family Trust
The Worshipful Company of Cooks
William Brake Charitable Trust

The work of the charity not only changes lives of the Clink graduates but also their families and friends as well as making society a safer place and ultimately saving the taxpayers money.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

Statement of Trustees' responsibilities.

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the income and expenditure of the charitable group 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 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 remain in business

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 and the Charities Act 2011, the Charity (Accounts and Report) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In as far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any of any relevant audit information and to establish that the auditor is aware of that information.

On behalf of the Board


Curtis Juman (Sep 27, 2022 10:28 GMT+1)

27/09/2022

C Juman – Trustee

Date:

THE CLINK CHARITY

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY FOR THE YEAR ENDED 31 DECEMBER 2021

Opinion

We have audited the financial statements of The Clink Charity (the 'charitable company') for the year ended 31 December 2021 which comprise the Consolidated Statement of Financial Activities (including summary Income and Expenditure Account), the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement 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 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 group's and the parent charitable company's affairs as at 31 December 2021 and of the group's 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 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 the company'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 trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

THE CLINK CHARITY

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY FOR THE YEAR ENDED 31 DECEMBER 2021

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 strategic report and the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' report have 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees 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 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 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 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 is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

THE CLINK CHARITY

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY FOR THE YEAR ENDED 31 DECEMBER 2021

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

THE CLINK CHARITY

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY FOR THE YEAR ENDED 31 DECEMBER 2021

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

28 September 2022

9 Appold Street
London
EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

THE CLINK CHARITY

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2021**

INCOME AND EXPENDITURE		Unrestricted	Restricted	Total	Total
	Note	Funds	Funds	2021	2020
		£	£	£	£
Income					
Income from raising funds	2	153,261	503,887	657,148	1,597,405
Income from charitable activities	5	1,126,675	-	1,126,675	1,043,369
Government CJRS Grant income		420,838	-	420,838	651,273
Income from investments	4	275	-	275	2,889
Total income		1,701,049	503,887	2,204,936	3,294,936
Expenditure					
Expenditure on raising funds	6	33,052	-	33,052	37,373
Expenditure on Charitable Activities					
Primary purpose trading, training and mentoring	6	1,925,745	427,689	2,353,434	2,396,044
Other charitable expenditure	6	70,063	54,371	124,434	118,771
Total expenditure	6	2,028,860	482,060	2,510,920	2,552,188
Net income for the year		(327,811)	21,827	(305,984)	742,748
Gross transfers between funds	13	-	-	-	-
Net movements in funds		(327,811)	21,827	(305,984)	742,748
Funds brought forward		1,153,948	516,775	1,670,723	927,975
Funds carried forward		826,137	538,602	1,364,739	1,670,723

All amounts derive from continuing activities.

The charitable company has no recognised gains or losses other than the net income for the year.

The accompanying notes form part of these financial statements.

THE CLINK CHARITY

**CONSOLIDATED AND CHARITY BALANCE SHEETS
FOR THE YEAR ENDED 31 DECEMBER 2021**

		Group		Charity	
	Note	2021 £	2020 £	2021 £	2020 £
Fixed assets					
Fixed Assets	8	545,865	658,166	-	-
Investments	9	-	-	2	2
		<u>545,865</u>	<u>658,166</u>	<u>2</u>	<u>2</u>
Current assets					
Stock		73,736	66,718	-	-
Debtors	10	111,949	151,038	39,233	4,069
Cash at bank		3,652,604	1,897,020	3,426,394	1,867,817
		<u>3,838,289</u>	<u>2,114,776</u>	<u>3,465,627</u>	<u>1,871,886</u>
Creditors: amounts falling due within one year	11	<u>(2,809,415)</u>	<u>(892,219)</u>	<u>(2,484,106)</u>	<u>(576,516)</u>
Net current assets		1,028,874	1,222,557	981,521	1,295,370
Creditors: amounts falling due within more than one year	12	<u>(210,000)</u>	<u>(210,000)</u>	<u>(210,000)</u>	<u>(210,000)</u>
Net assets		<u>1,364,739</u>	<u>1,670,723</u>	<u>771,523</u>	<u>1,085,372</u>
Funds	13				
Unrestricted funds		826,137	1,153,948	232,921	568,597
Restricted funds		538,602	516,775	538,602	516,775
		<u>1,364,739</u>	<u>1,670,723</u>	<u>771,523</u>	<u>1,085,372</u>

The deficit for the financial year dealt with in the financial statements of the parent charity totalled £313,850 (2020: £563,267)

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

On behalf of the Board


Curtis Juman (Sep 27, 2022 10:28 GMT+1)

27/09/2022

C Juman - Trustee

Date:

Company registration number: 07157540

THE CLINK CHARITY

**CONSOLIDATED CASHFLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Note	2021 £	2020 £
Cash flows from operating activities:			
Net cash (used in) / provided by operating activities	16	1,854,204	(254,759)
Cash flows from investing activities:			
Interest receivable	4	275	2,156
Purchase of property, plant and equipment	8	(98,894)	(74,006)
Net cash (used in) investing activities		(98,619)	(71,850)
Change in cash and cash equivalents in the reporting period		1,755,584	(326,609)
Cash and cash equivalents at the beginning of the reporting period		1,897,020	2,223,629
Cash and cash equivalents at the end of the reporting period		3,652,604	1,897,020
Analysis of Cash and Cash Equivalents			
		2021 £	2020 £
Cash at bank		335,394	35,041
Short Term & Immediate Notice deposits		3,317,210	1,861,979
Total cash and cash equivalents		3,652,604	1,897,020
Analysis of Changes in debt			
	1 Jan 2021 £	Cashflows £	31 Dec 2021 £
Cash at bank	35,041	1,755,584	1,790,625
Loans falling due within one year	-	-	-
Loans falling due after more than one year	-	-	-
	35,041	1,755,584	1,790,625

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1 ACCOUNTING POLICIES

Accounting Convention

The financial statements are prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The charitable company is a public benefit entity for the purpose of FRS102 and therefore the charity and group's financial statements have been prepared in accordance with 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 (the FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared on a going concern basis which assumes the charitable group will continue in operational existence for the foreseeable future.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The trustees have considered the continuing impact of COVID-19 on the charitable group's future plans and operating and budgeting processes including making reasonable assumptions in the light of the current inflation and cost of living crisis. The key areas reviewed were forecast income and cashflows for the period of at least 12 months from approving these accounts and the Trustees have concluded that the charitable group has adequate resources to meet its liabilities as they fall due and will continue in operational existence for the foreseeable future. Accordingly, the financial statements are presented on a going concern basis.

Basis of consolidation

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries The Clink Restaurant Company Limited, Clink Trading Limited and The Clink Cafe Charity. A separate statement of financial activities is not presented for the charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is at the following annual rates to write off each asset over its estimated useful life:

Leasehold	10%	per annum
Plant and machinery	10%	per annum
Fixtures and fittings	10%	per annum
Motor vehicles	10%	per annum
Computer equipment	20%	per annum

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all its financial instruments.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at the amount receivable and subsequently adjusted for any impairment or other change in consideration expected to be received on settlement.

Basic financial liabilities

Basic financial liabilities, including trade and other creditors, bank loans, loans from fellow group companies, are initially measured at the amount payable and subsequently adjusted for any changes in consideration expected to be paid on settlement.

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

2 VOLUNTARY INCOME

	Unrestricted	Restricted	2021	2020
	£	£	£	£
Donations	61,596	6,848	68,444	79,338
Gift aid	2,375	-	2,375	4,038
Grants	75,000	497,039	572,039	1,451,333
	138,971	503,887	642,858	1,534,709

Of total voluntary income reported above, £123,971 are attributable to unrestricted funds (2020: £1,087,738) and £388,621 attributable to restricted funds (2020: £446,971)

Grants included in the above are as follows:

2021	Unrestricted	Restricted	2021	2020
	£	£	£	£
Rausing Foundation	-	94,766	94,766	1,100,000
Wendy Osorio	-	135,000	135,000	-
The Innholders' Charitable Foundation	-	-	-	31,500
Rank Foundation	25,000	-	25,000	-
Stiftung Auxilium - Porticus	-	83,333	83,333	83,333
The Worshipful Company of Cooks	-	42,000	42,000	40,000
City Bridge Trust	-	35,000	35,000	17,500
Savoy Education Trust	-	-	-	30,000
Sandy & Sue Arbutnot	-	-	-	50,000
The Fishmongers' Company	-	-	-	38,000
David & Ruth Lewis Family trust	-	57,500	57,500	-
Blyth	25,000	-	25,000	-
Beatrice Lang	-	-	-	10,000
Antonio Carluccio Foundation	-	35,500	35,500	20,000
Goldman Sachs	-	-	-	-
Goldsmiths	15,000	-	15,000	15,000
PCC RR Grant funding The Clink Restaurant	-	-	-	5,000
Gibson Charitable trust Cardiff	-	5,000	5,000	5,000
Borrows Charitable Trust COVID19	-	2,500	2,500	2,000
Sheriff & Recorders COVID 19	-	-	-	1,000
Mark Leonard Trust COVID 19	-	-	-	3,000
Other small grants	10,000	6,440	16,440	-
Total Grant Income	75,000	497,039	572,039	1,451,333
2020 Total Grant Income	1,015,000	436,333	1,451,333	

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)**

3 OTHER FUNDRAISING ACTIVITIES

	£	£
Fundraising events	14,290	62,696
	14,290	62,696

All fundraising events income is attributable to unrestricted funds

4 INVESTMENT INCOME

	2021 £	2020 £
Rental income	-	733
Interest receivable	275	2,156
	275	2,889

Investment income totalling £275 are attributable to unrestricted funds (2020: £2,889)

5 INCOME FROM CHARITABLE ACTIVITIES

	2021 £	2020 £
Income from restaurant sales	146,805	222,226
Income from training restaurants - training income	600,000	651,117
Income from events catering - events income	358,081	107,650
Income from Café sales - Café income	-	25,018
Other charitable income - other income	21,789	37,358
	1,126,675	1,043,369

Incoming resources from charitable activities totalling, £1,126,675 are attributable to unrestricted funds (2020: £1,043,369)

6 ANALYSIS OF EXPENDITURE

<u>2021</u>	Staff costs (Note 7) £	Direct costs £	Support costs (Note 6a) £	Total 2021 £
Expenditure on raising funds:				
Expenditure on raising donations	15,833	11,671	5,548	33,052
Charitable activities:				
General charitable activities	69,518	-	24,362	93,881
COVID19 Support	-	30,553	-	30,553
Restaurant operation, training and mentoring	1,252,057	144,950	438,779	1,835,787
Events operation, training and mentoring	239,616	194,059	83,973	517,648
Cafe operation, training and mentoring	-	-	-	-
Total expenditure	1,577,024	381,233	552,663	2,510,920

Total expenditure reported above is comprised of £2,053,859 attributable to unrestricted funds (2020: £2,165,565) and £507,061 attributable to restricted funds (2020: £416,984)

<u>2020</u>	Staff costs (Note 7) £	Direct costs £	Support costs (Note 6a) £	Total 2020 £
Expenditure on raising funds:				
Expenditure on raising donations	14,705	17,713	4,956	37,373
Charitable activities:				
General charitable activities	62,263	-	20,982	83,245
COVID19 Support	-	35,526	-	35,526
Restaurant operation, training and mentoring	1,254,891	196,343	422,908	1,874,143
Events operation, training and mentoring	263,691	58,841	88,866	411,398
Cafe operation, training and mentoring	72,928	12,999	24,576	110,503
Total expenditure	1,668,478	321,422	562,288	2,552,188

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)**

6a Analysis of Support Costs	Total 2021 £	Total 2020 £
General expenses	209,959	227,130
Information technology & Computer Costs	49,106	38,267
Marketing & Website costs	9,565	7,527
Insurance	23,049	30,621
Bank charges	3,032	500
Depreciation	171,856	167,892
Irrecoverable VAT	5,183	-
Governance Costs (6b)	80,911	90,351
	552,661	562,288
6b Governance costs	Total 2021 £	Total 2020 £
Trustees Expenses	-	77
Audit fees (i)	32,723	28,450
Legal & professional fees	46,306	61,509
Other professional fees	1,882	315
	80,911	90,351
	Total 2021 £	Total 2020 £
(i) Audit fees analysis		
Audit fees - Current year	23,605	21,505
Audit fees - prior year under accrual	3,218	555
- Non-audit services	5,900	6,390
	32,723	28,450

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)**

7 STAFF COSTS	2021 £	2020 £
Wages and Salaries	1,377,370	1,473,347
Social Security contributions	132,723	126,668
Pension contributions	66,931	68,463
	<u>1,577,024</u>	<u>1,668,478</u>

The average number of employees in the year was 59 (2020 - 59)

Staff costs allocated within expenditure as:	2021 £	2020 £
Expenditure on raising funds	15,833	14,705
Charitable activities	1,561,191	1,653,773
	<u>1,577,024</u>	<u>1,668,478</u>

Staff costs shown above is inclusive of:

Employee redundancy and non-contractual termination payments of £Nil (2020: £3,069) were made during the year.

The Director and senior management team are considered to be Key Management Personnel of the charity and total remuneration paid to KMP during the year was £360,237 (2020: £326,111).

Employees paid over £60,000 fell into the following bands:	2021	2020
£80,000 - £90,000	1	1
£60,000 - £70,000	1	-

Pension contributions for the higher paid employees amounted to £24,164 (2020: £22,254) during the year.

No Trustees were paid any remuneration during the current or previous year. Trustees were reimbursed expenses totalling £Nil (2020: £77).

8 TANGIBLE FIXED ASSETS (GROUP)

	Leasehold Property £	Plant & Machinery £	Fixtures & Fittings £	Motor Vehicles £	Office Equipment £	Total £
Cost						
At 1 January 2021	79,356	607,813	881,825	39,084	38,814	1,646,892
Additions	-	61,130	3,141	34,250	373	98,894
Disposals	-	(78,093)				(78,093)
At 31 December 2021	<u>79,356</u>	<u>590,850</u>	<u>884,966</u>	<u>73,334</u>	<u>39,187</u>	<u>1,667,693</u>
Depreciation						
At 1 January 2021	47,614	324,461	570,804	13,364	32,856	989,099
Charge for year	7,936	63,611	88,459	7,334	4,516	171,856
Disposals	-	(39,392)	266	-	-	(39,126)
At 31 December 2021	<u>55,550</u>	<u>348,680</u>	<u>659,529</u>	<u>20,698</u>	<u>37,372</u>	<u>1,121,829</u>
Net Book Value						
At 31 December 2021	<u>23,806</u>	<u>242,170</u>	<u>225,438</u>	<u>52,636</u>	<u>1,815</u>	<u>545,865</u>
At 31 December 2020	<u>31,742</u>	<u>283,352</u>	<u>311,021</u>	<u>25,720</u>	<u>5,958</u>	<u>657,793</u>

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)

9 FIXED ASSET INVESTMENTS

The Clink Charity owns the whole of the share capital of The Clink Trading Limited, a company registered in England and Wales (company number 9926424, registered office 1 London Bridge, London SE1 9BG). The Clink Trading Company operates the events catering in fulfilment of the charity's charitable purpose.

The Clink Charity also owns the whole of the share capital of The Clink Restaurant Company Limited, a company registered in England and Wales (company number 7092125, registered office 1 London Bridge, London SE1 9BG)). The Clink Restaurant Company operates the restaurants in fulfilment of the charity's charitable purpose.

The Clink Charity is sole member of The Clink Café Charity, a charitable incorporated organisation "CIO" (charity number 1180942 company number CE015766, register office 1 London Bridge, London SE1 9BG) which operates a café in central Manchester. The Clink Café Charity has ceased trading as at 31 December 2020.

The Clink Charity also owns the whole of the share capital of the following dormant subsidiaries

Entity Name	Company Registration No.	
The Clink Bakery Ltd	12161670	100% wholly owned subsidiary (dormant)
The Clink Café Ltd	12710775	100% wholly owned subsidiary (dormant)
The Clink College Ltd	12704773	100% wholly owned subsidiary (dormant)
The Clink Events Ltd	12161627	100% wholly owned subsidiary (dormant)
The Clink Gardens Ltd	12704769	100% wholly owned subsidiary (dormant)
The Clink Training Ltd	12161764	100% wholly owned subsidiary (dormant)
The Clink Kitchens Ltd	12165242	100% wholly owned subsidiary (dormant)
The Clink and Collect Ltd	12711813	100% wholly owned subsidiary (dormant)
The Clink at Home Ltd	13161527	100% wholly owned subsidiary (dormant)

All activities have been consolidated in the Statement of Financial Activities on a line by line basis. A summary of the results of the subsidiary are shown below.

	Restaurant		Trading		Café	
	2021 £	2020 £	2021 £	2020 £	2021 £	2020 £
Turnover	1,838,447	1,957,372	542,504	322,903	-	110,502
Cost of sales	(1,222,327)	(1,244,764)	(379,120)	(279,862)	-	(85,927)
Gross profit	616,120	712,608	163,384	43,041	-	24,575
Administrative expenses	(622,523)	(665,565)	(175,573)	(99,030)	(425)	(75,673)
	(6,403)	47,043	(12,189)	(55,989)	(425)	(51,098)
Other operating income	21,653	37,358	-	-	-	-
Operating (loss)/profit	15,250	84,401	(12,189)	(55,989)	(425)	(51,098)
Interest receivable	-	-	-	-	-	-
Interest payable	-	-	-	-	-	-
Exceptional income		1,067,216		168,100	5,230	93,387
(Loss)/Profit on ordinary activities	15,250	1,151,617	(12,189)	112,111	4,805	42,289
Assets	789,926	784,607	217,945	147,598	-	3,206
Liabilities	(245,576)	(255,507)	(169,076)	(86,540)	-	(8,011)
Net Assets / (liabilities)	544,350	529,100	48,869	61,058	-	(4,805)

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)**

10 DEBTORS

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	102,729	83,195	136	3,380
Other debtors	5,560	63,371	2,220	689
Prepayments & Accrued Income	3,660	4,472	250	-
Due from subsidiary undertakings	-	-	36,627	-
	111,949	151,038	39,233	4,069

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	54,865	25,878	74	886
Other creditors	52,640	41,242	23	1,003
Accruals	59,442	59,457	19,000	10,837
Deferred income	2,535,068	628,844	2,462,664	559,500
Taxation and social security	107,400	136,798	2,345	4,290
	2,809,415	892,219	2,484,106	576,516

The deferred income balance of £2,462,664 (2020: £559,500) in the charity comprises income from ticket sales, fundraising and sponsorship for the Clink Ball 2020 totalling £7,430 and £2,455,234 Clink Kitchens Project Funding received from The Julia and Hans Rausing Trust which is subject to certain matched funding conditions. The group deferred income balance further includes £72,404 (2020: £69,344) for events taking place in 2022.

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Deferred income at 1 January	628,844	1,734,995	559,500	1,696,630
Deferred income released in the year	(628,844)	(1,734,995)	(559,500)	(1,696,630)
Income received in advance	2,535,068	628,844	2,462,664	559,500
	2,535,068	628,844	2,462,664	559,500

12 CREDITORS: AMOUNTS FALLING DUE WITHIN MORE THAN ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Repayable grant	210,000	210,000	210,000	210,000

The Rank Foundation have provided a repayable grant to the charity at a 0% interest rate with no early repayment clause. Since the balance sheet date the trustees of the Rank Foundation have agreed to extend the repayment date from September 2022 to December 2026.

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)**

13 GROUP - RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS

2021	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted funds					
General funds	1,897,302	138,424	(474,101)	-	1,561,625
Trading funds	(743,354)	1,562,625	(1,554,759)	-	(735,488)
Total Unrestricted Funds	1,153,948	1,701,049	(2,028,860)	-	826,137
Restricted funds					
The Innholders' Charitable Foundation	10,980	-	(10,980)	-	-
Wendy Osorio	-	135,000	(15,916)	-	119,084
Savoy Education Trust	15,827	-	(4,776)	-	11,051
The Julia and Hans Rausing Trust	302,046	94,766	(150,437)	-	246,375
Sandy & Sue Arbuthnot	50,000	-	(50,000)	-	-
The Rank Foundation	7,357	-	(7,357)	-	-
Antonio Carluccio Foundation	6,000	35,500	(1,200)	-	40,300
The David & Ruth Lewis Family Charitable Trust	-	57,500	(28,088)	-	29,412
The Worshipful Company of Cooks	24,367	42,000	(36,897)	-	29,470
City Bridge Trust	3,655	35,000	(20,103)	-	18,552
The Fishmongers' Company	64,503	-	(33,433)	-	31,070
Stiftung Auxilium Foundation - Porticus	7,066	83,333	(90,399)	-	-
The Goldsmiths Company	-	-	-	-	-
Beatrice Lang	10,000	-	(10,000)	-	-
Butchers' and Drovers Charitable Institution	-	4,860	-	-	4,860
PCC RR Grant funding The Clink Restaurant	1,633	-	(1,633)	-	-
Gibson Charitable trust Cardiff	-	5,000	(5,000)	-	-
Borrows Charitable Trust COVID19	-	2,500	(2,500)	-	-
Sheriff & Records COVID 19	-	-	-	-	-
Mark Leonard Trust COVID 19	-	-	-	-	-
COVID19 Graduate Support fund	13,341	8,428	(13,341)	-	8,428
Total Restricted Funds	516,775	503,887	(482,060)	-	538,602
Total Funds	1,670,723	2,204,936	(2,510,920)	-	1,364,739

COMPARATIVE INFORMATION: GROUP - RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS YEAR ENDED 31 DECEMBER 2020

2020	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted funds					
General funds	1,205,400	1,137,515	(445,613)	-	1,897,302
Trading funds	(720,664)	1,721,088	(1,743,778)	-	(743,354)
Total Unrestricted Funds	484,736	2,858,603	(2,189,391)	-	1,153,948
Restricted funds					
The Innholders' Charitable Foundation	7,500	31,500	(26,520)	(1,500)	10,980
Savoy Education Trust	7,500	30,000	(21,673)	-	15,827
The Julia and Hans Rausing Trust	241,778	100,000	(39,732)	-	302,046
Sandy & Sue Arbuthnot	30,000	50,000	(30,000)	-	50,000
The Rank Foundation	27,667	-	(20,310)	-	7,357
Antonio Carluccio Foundation	6,000	20,000	-	(20,000)	6,000
The Worshipful Company of Cooks	8,833	40,000	(14,465)	(10,000)	24,367
City Bridge Trust	8,750	17,500	(22,595)	-	3,655
The Fishmongers' Company	105,211	38,000	(75,708)	(3,000)	64,503
Stiftung Auxilium Foundation - Porticus	-	83,333	(76,267)	-	7,066
PCC RR Grant funding The Clink Restaurant	-	5,000	(3,367)	-	1,633
Borrows Charitable Trust COVID19	-	2,000	(2,000)	-	-
Mark Leonard Trust COVID 19	-	3,000	(3,000)	-	-
COVID19 Graduate Support fund	-	-	(21,159)	34,500	13,341
Total Restricted Funds	443,239	420,333	(356,797)	-	506,775
Total Funds	927,975	3,278,936	(2,546,188)	-	1,660,723

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)**

13a CHARITY - RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS

2021	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted - General funds	568,597	138,424	(474,100)	-	232,921
Restricted funds					
The Innholders' Charitable Foundation	10,980	-	(10,980)	-	-
Wendy Osorio	-	135,000	(15,916)	-	119,084
Savoy Education Trust	15,827	-	(4,776)	-	11,051
The Julia and Hans Rausing Trust	302,046	94,766	(150,437)	-	246,375
Sandy & Sue Arbuthnot	50,000	-	(50,000)	-	-
The Rank Foundation	7,357	-	(7,357)	-	-
Antonio Carluccio Foundation	6,000	35,500	(1,200)	-	40,300
The David & Ruth Lewis Family Charitable Trust	-	57,500	(28,088)	-	29,412
The Worshipful Company of Cooks	24,367	42,000	(36,897)	-	29,470
City Bridge Trust	3,655	35,000	(20,103)	-	18,552
The Fishmongers' Company	64,503	-	(33,433)	-	31,070
Stiftung Auxilium Foundation - Porticus	7,066	83,333	(90,399)	-	-
The Goldsmiths Company	-	-	-	-	-
Beatrice Lang	10,000	-	(10,000)	-	-
Butchers' and Drivers Charitable Institution	-	4,860	-	-	4,860
PCC RR Grant funding The Clink Restaurant	1,633	-	(1,633)	-	-
Gibson Charitable trust Cardiff	-	5,000	(5,000)	-	-
Borrows Charitable Trust COVID19	-	2,500	(2,500)	-	-
Sheriff & Recorders COVID 19	-	-	-	-	-
Mark Leonard Trust COVID 19	-	-	-	-	-
COVID19 Graduate Support fund	13,341	8,428	(13,341)	-	8,428
Total Restricted Funds	516,775	503,887	(482,060)	-	538,602
Total Funds	1,085,372	642,311	(956,160)	-	771,523

CHARITY - COMPARATIVE INFORMATION: RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS YEAR ENDED 31 DECEMBER 2020

2020	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted - General funds	499,610	1,137,514	(1,068,527)	-	568,597
Restricted funds					
The Innholders' Charitable Foundation	7,500	31,500	(26,520)	(1,500)	10,980
Savoy Education Trust	7,500	30,000	(21,673)	-	15,827
The Julia and Hans Rausing Trust	241,778	100,000	(39,732)	-	302,046
Sandy & Sue Arbuthnot	30,000	50,000	(30,000)	-	50,000
The Rank Foundation	27,667	-	(20,310)	-	7,357
Antonio Carluccio Foundation	6,000	20,000	-	(20,000)	6,000
The Worshipful Company of Cooks	8,833	40,000	(14,465)	(10,000)	24,367
City Bridge Trust	8,750	17,500	(22,595)	-	3,655
The Fishmongers' Company	105,211	38,000	(75,708)	(3,000)	64,503
Stiftung Auxilium Foundation - Porticus	-	83,333	(76,267)	-	7,066
Beatrice Lang	-	10,000	-	-	10,000
PCC RR Grant funding The Clink Restaurant	-	5,000	(3,367)	-	1,633
Gibson Charitable trust Cardiff	-	5,000	(5,000)	-	-
Borrows Charitable Trust COVID19	-	2,000	(2,000)	-	-
Sheriff & Recorders COVID 19	-	1,000	(1,000)	-	-
Mark Leonard Trust COVID 19	-	3,000	(3,000)	-	-
COVID19 Graduate Support fund	-	-	(21,159)	34,500	13,341
Total Restricted Funds	443,239	436,333	(362,797)	-	516,775
Total Funds	942,849	1,573,847	(1,431,324)	-	1,085,372

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)

13 RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS (CONTINUED)

The Innholders' Charitable Foundation provides for mentoring and support for HMP Brixton restaurant.
Savoy Educational Trust funding towards core costs of The Clink Café charity and graduate training costs across all projects
Butchers' and Drovers Charitable Institution provides funding for trainee places.
The Rank Foundation for the funding of a General Manager for Clink Events at HMP Downview.
Wendy Osorio provides funding for graduate support costs and Gardener HMP High Down.
The Worshipful Company of Cooks provides funding for sous chef / chef trainer mentor at HMP Downview.
The David & Ruth Lewis Family Charitable Trust provides funding for Support Workers (Cardiff and Styal).
City Bridge Trust provides funding for a support worker at HMP High Downview.
The Fishmongers' Company provides funding for HMP Styal Gardening Project (staff costs and capex)
Simon Gibson Charitable Trust provides funding for HMP Cardiff.
Antonio Carluccio Foundation provides funding for 3 trainee places and sous chef.
Beatrice Laing funding for new Ovens at HMP High Down

Funding received for the Clinks Kitchens Project is reflected by below funds

The Julia and Hans Rausing Trust
Sandy & Sue Arbutnot
Stiftung Auxilium - Porticus

COVID-19 Clink Graduate Emergency Support Fund to provide emergency accommodation, basic provisions and other essentials to Clink Graduates in need in the Community.

14 GROUP - ALLOCATION OF NET ASSETS

	Fixed Assets £	Current Assets £	Current Liabilities £	Non Current Liabilities £	2021 Total £
General fund	-	435,164	1,336,461	(210,000)	1,561,625
Trading funds	545,865	409,289	(1,690,642)	-	(735,488)
Restricted Funds	-	2,993,836	(2,455,234)	-	538,602
	<u>545,865</u>	<u>3,838,289</u>	<u>(2,809,415)</u>	<u>(210,000)</u>	<u>1,364,739</u>

	Fixed Assets £	Current Assets £	Current Liabilities £	Non Current Liabilities £	2020 Total £
General fund	-	794,868	1,312,434	(210,000)	1,897,301
Trading funds	658,166	243,633	(1,645,153)	-	(743,354)
Restricted Funds	-	1,076,275	(559,500)	-	516,775
	<u>658,166</u>	<u>2,114,776</u>	<u>(892,219)</u>	<u>(210,000)</u>	<u>1,670,723</u>

14a CHARITY - ALLOCATION OF NET ASSETS

	Fixed Assets £	Current Assets £	Current Liabilities £	Non Current Liabilities £	2021 Total £
General fund	2	471,791	(28,872)	(210,000)	232,921
Restricted Funds	-	2,993,836	(2,455,234)	-	538,602
	<u>2</u>	<u>3,465,627</u>	<u>(2,484,106)</u>	<u>(210,000)</u>	<u>771,523</u>

	Fixed Assets £	Current Assets £	Current Liabilities £	Non Current Liabilities £	2020 Total £
General fund	2	795,611	(17,016)	(210,000)	568,597
Restricted Funds	-	1,076,275	(559,500)	-	516,775
	<u>2</u>	<u>1,871,886</u>	<u>(576,516)</u>	<u>(210,000)</u>	<u>1,085,372</u>

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

15 RELATED PARTY TRANSACTIONS

Donations received from trustees in the year amounted to £NIL (2020: £NIL)

During the year, The Clink Charity provided grants of £711,479 (2020: £587,955) to The Clink Restaurant Company Limited including COVID19 support grants of £30,809 (2020:£33,409). Included in the balance sheet for the charity is balance of £36,627 (2020: £NIL) due from The Clink Restaurant Company Limited. Interest of £NIL (2020: £NIL) was charged on the loan balance.

During the year, The Clink Charity provided grants of £128,500 (2020: £68,985) to Clink Trading Limited. Included in the balance sheet for the charity is balance of £NIL (2020: £NIL) due to Clink Trading Limited. Interest of £NIL (2020: £NIL) was charged on the loan balance.

During the year, The Clink Charity provided grants of £NIL (2019: £50,107) to the Clink Cafe. Included in the balance sheet for the charity is balance of £NIL (2020: £NIL) due to the Clink Cafe. Interest of £NIL (2020: £NIL) was charged on the loan balance.

16 Reconciliation of net expenditure to net cash flow from operating activities

	2021	2020
	£	£
Net income for the reporting period	(305,984)	742,748
Adjustments for:		
Interest receivable	(275)	(2,156)
Depreciation	171,857	167,892
Disposal of fixed assets	39,339	68,761
Decrease / (Increase) in stock	(7,018)	14,567
(Increase) in debtors	39,089	(6,704)
Increase / (Decrease) in creditors	1,917,196	(1,239,867)
Net cash provided by operating activities	1,854,204	(254,759)

17 Operating Lease commitments

The group has the below minimum lease payments payable under non-cancellable operating leases arrangements at the reporting date.

	Group			Charity		
	Plant & Machinery	Office Equipment	Total	Total	Office Equipment	
	2021	2021	2021	2020	2021	2020
	£	£	£	£	£	£
Within a year	7,634	2,866	10,500	15,952	2,866	2,866
Two to five years	-	2,866	2,866	13,366	2,866	5,732
	7,634	5,732	13,366	29,318	5,732	8,598

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)**

18 COMPARATIVE INFORMATION: STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR YEAR ENDED 31 DECEMBER 2020)

	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Total 2019 £
Income				
Income from raising funds	1,161,072	436,333	1,597,405	1,052,694
Income from charitable activities	1,043,369	-	1,043,369	2,497,619
Government CJRS Grant income	651,273	-	651,273	-
Income from investments	2,889	-	2,889	2,096
Total income	2,858,603	436,333	3,294,936	3,552,409
Expenditure				
Expenditure on raising funds	37,373	-	37,373	47,866
Expenditure on Charitable Activities				
Primary purpose trading, training and mentoring	2,068,773	327,271	2,396,044	3,231,900
Other charitable expenditure	83,245	35,526	118,771	102,047
Total expenditure	2,189,391	362,797	2,552,188	3,381,813
Net income for the year	669,212	73,536	742,748	170,596
Gross transfers between funds	-	-	-	-
Net movements in funds	669,212	73,536	742,748	170,596
Funds brought forward	484,736	443,239	927,975	757,379
Funds carried forward	1,153,947	516,775	1,670,723	927,975

THE CLINK CHARITY

England & Wales - Charity number 1134581

Accounts

THE CLINK CHARITY

Limited by guarantee

Registered Charity Number 1134581

Registered Company Number 07157540 (England and Wales)

**CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

THE CLINK CHARITY

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

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THE CLINK CHARITY

TRUSTEES, OFFICERS AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2020

Trustees

W Atkinson
R Davidson
B Ignjatovic
K McGrath
S Mohammed
J Paxman (resigned 10th December 2020)
F Scott
D Walker (appointed 16th March 2021)
T Wates

Registered Office

No. 1 London Bridge
London
SE1 9BG

Chief Executive

C Moore

Company Secretary

D Whitworth

Bankers

Coutts & Co
440 Strand
London
WC2R 0QS

Nat West
135 Bishopsgate
London
EC2M 3UR

Solicitors

Howard Kennedy LLP
No 1 London Bridge
London
SE 1 9BG

Auditors

Moore Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020

Chairman's Statement

Reoffending remains one of the most pressing challenges facing society today. The financial impact upon the UK economy is estimated as £18.1 billion per year and being a major factor in increasing the chasm in society between the haves and have nots. The Clink delivers an integrated training and support program that dramatically reduces reoffending by producing excellent outcomes across our training restaurants, kitchens, gardens and events projects.

Reducing crime and improving all of our lives is at the heart of what The Clink does. Our latest initiative Clink Kitchens starting in April 2021 in partnership with HMPPS underlines the tremendous impact The Clink program has had over the last eleven years. I am delighted to announce that we are building upon the success of our pilot scheme – the innovative Clink Integrated Rehabilitation Programme (CIRP) and rolling it out across the prison estate. Clink Kitchens will be rolled out to up to 70 prison kitchens over the next 3 years which will dramatically increase the number of students we can train from 500 a year to 2,000 a year and in turn support them into fulltime employment and accommodation.

By transforming the lives of prisoner students (Clink graduates) it not only benefits them but also their families and victims of crime and society as a whole by reducing crime rates and encouraging meaningful employment.

Along with everyone else 2020 has created challenges for The Clink as a result of the pandemic. We suspended delivering the training at all of our sites on 23rd March. However, our work in the community with our graduates continued, by supporting them throughout, not only by being in regular contact but also providing vital financial support to those who needed it.

I would like to thank our very generous funders made up of grant maintaining trusts and philanthropic individuals who have continued to support us during the past year as well as providing additional funds. These additional income streams The Clink received has meant The Clink has ended the year in a secure financial position.

I am very pleased with and proud of the Senior Management Team and staff who have responded in an excellent manner in these uncertain times, showing flexibility, innovation and resilience as well as staying in contact with our partners at HMPPS and, when appropriate, restarted delivering training in some of the prisons where we have projects bringing back our staff from furlough to provide training.

I would like to thank our Chief Executive and Finance Director, Christopher Moore and Deborah Whitworth, for their hard work, dedication and support this past year. They have had a very challenging time and have shown tremendous resilience and leadership in the difficult time. I would also like to say a special thank you to Jeremy Paxman, who stepped down from his role as a trustee in December 2020.

I would also like to thank our partners the Ministry of Justice, Her Majesty's Prison and Probation Service. Everyone involved has played an integral part in helping us change the many misconceptions of prisoner rehabilitation.

We fondly remember Albert Roux OBE, KFO who passed away in January 2021. Albert was our founding group chef ambassador and he dedicated his time and expertise to The Clink. He was a true inspiration to our team and students in training and a mentor to me over many years.

The Clink has continued to demonstrate what can be achieved when society collectively engages to help those who want and deserve a second chance

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020

Chief Executive's Report

We are proud that alongside our partner, Her Majesty's Prison and Probation Service (HMPPS) where we continue to achieve extraordinary outcomes, meeting our key objective of reducing reoffending. We deliver our core values of compassion, professionalism and integrity in an environment that can sometimes seem bleak, with so many daily challenges, The Clink demonstrates what can be achieved when society collectively engages to help those who want and deserve a second chance.

The outbreak of the pandemic led us to suspend delivery of the training at the end of March and we placed the majority of our staff on the government's Job Retention Scheme in order to protect their jobs for the future. This brought us many challenges, however, we took the decision not to furlough our fulltime support workers who deliver our services in the community as we had over 141 live cases in supporting our recently released Clink Graduates by helping them re-adjust back into society and ensure that they had accommodation and basic food provisions.

Our Clink Graduates at this time suffered job losses, furlough, non-payment of salaries by employers and homelessness. We recognised that this and the risk of our graduates returning to crime, as a result we launched the COVID-19 Clink Graduate Emergency Support Fund on 1st April to provide emergency accommodation, basic provisions and other essentials to those in need. Due to the enormous generosity of our funders and supporters we have raised in excess of £60k. This is also being used to support the continued releases from prison of our graduates, some with no accommodation to go to.

Analysis of Outcomes

In June 2020 RBB Economics published an Economic Impact Analysis conducted by volunteers which was verified by Pro Bono Economics. The report revealed that The Clink delivers an outstanding return on investment, saving the taxpayers money but also reduced reoffending.

They found that for every £1 invested, The Clink is likely to generate at least £4.80 back to the prison service, Government and society in reduced reoffending rates as result of its successful programme. The Clink has invested over £5m to date of philanthropic donations and grants to build the training restaurants and gardens. The report estimates the savings of £37m to the taxpayer during The Clink's tenure.

The report also shows that the approach we have taken as a team has been able to deliver a four-fold return on investment at a time when reoffending rates are estimated to cost the taxpayer £18.1 billion per annum.

We are looking forward to restarting the delivery of training at all our sites post May when restaurants (at the time of writing) are allowed to reopen. The CIRP programme delivers the following:

Purpose and objectives

The prisoners at each of The Clink projects work a 40-hour week whilst working towards gaining their City & Guilds NVQs in Food Preparation, Food Service, Food Hygiene and Horticulture. Simulating a professional working environment, prisoners with 6 to 18 months of their sentence left to serve volunteer for the programme, going through full-time training in order to reach the required level to succeed in their respective industry.

Training

Outside of the pandemic The Clink trains up to 220 prisoners a day to gain their Levels 1 and 2 NVQs in Food Service, Food Preparation, Food Hygiene and Horticulture.

We also deliver our own Clink Diploma that has been endorsed by The Institute of Hospitality. Our students will be able to gain this in addition to their NVQ's and we are rolling it out across all sites in 2021.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020

Outside of the pandemic our training programmes are delivered as follows:

Restaurants

The Clink Charity operates four training restaurants open to the public to dine at HMP High Down, HMP Cardiff, HMP Brixton and HMP Styal. Prisoners train to gain experience and achieve their City & Guilds NVQ Level 2 in Food Preparation and cookery as well as Food and Beverage Service and Food Hygiene. Members of the public then come and dine with us in order for the prisoners in training to gain the experience that they require.

Delivery

In Brixton we launched Clink&Collect a takeaway lunch service for prison staff on duty and also Clink@Home which is a home delivery service of chilled meals delivered to your door if you live within 10 miles of HMP Brixton. This way we were able to continue to deliver training to our students getting them work ready for when they are released.

The Clink Gardens

The Clink Gardens operate at HMP Send and HMP High Down in Surrey and this year we have opened our third Clink Gardens at HMP Styal in Cheshire. Prisoners train to gain experience and achieve their City & Guilds NVQ Level 2 in Horticulture. The produce is delivered daily to the restaurants along with free range eggs. At HMP Send due to the fact that the training programme is delivered outdoors we have been able to continue training during the pandemic but with a reduced number of students.

The Clink Events

The Clink Events central production training kitchen at HMP Downview trains women prisoners to produce the food for bespoke outside catering events beyond the walls of the prison and provide the prisoners, graduates and homeless clients in training with the opportunity to gain additional experience in event catering. Clink Events is a nominated caterer at the Guildhall London, St Paul's Cathedral and Trinity House. Sadly over £800k worth of bookings were cancelled due to the pandemic or moved into 2022.

The Clink Café

Sadly we had to make the hard decision to close The Clink Café which was located in the heart of Manchester's city centre in Canada House on Chepstow Street in December 2020. The Café was staffed by Clink graduates and homeless clients from local charities. However due to people working from home and the daily head count in Canada House going from 400 to around 10 it was not sustainable anymore without incurring huge costs.

The Clink Kitchens

This concept delivers City & Guilds training in Food Production within the main prison kitchens to students cooking prisoners' meals. Following a successful 3 year pilot at HMP Styal, Bristol and Risley we will be rolling this project out to up to 70 prisons over the next 3 years within the main prison kitchens. Upon release the graduates will be supported in to accommodation and employment.

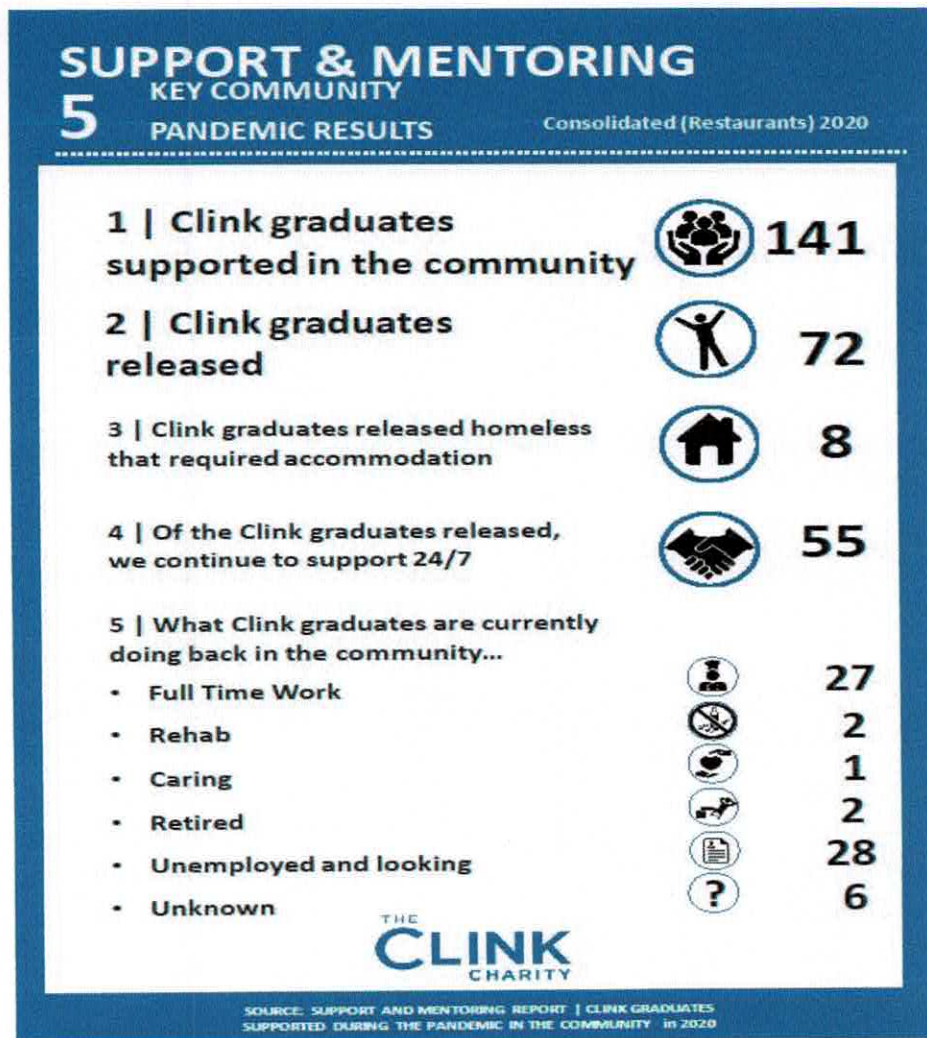
The students prepare meals in a real-life working environment learn the skills required to gain their qualifications. Each site has a chef trainer and support worker to help them transition from prison into fulltime employment, find accommodation and help them readjust back into society. We ran 3 pilot sites at HMP Styal, HMP Risley and HMP Bristol for the past 2 years and as of April 2021 (pandemic permitting) we will be rolling out this concept 16 more prison kitchens in England and Wales this year and in total 70 over the next 3 years.

THE CLINK CHARITY

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020**

Mentoring and Support work

As mentioned earlier The Clink provides an integrated program involving not only formal training but also help and support upon release. We meet our graduates at the gate and find them housing, if required, and employment. We also ensure that they have a bank account, photo ID and are registered with a doctor. Our mentors are there 24/7 for as long as it takes to help them readjust back into society. We currently have 140 live cases in the community and Clink Graduates are still being released every month requiring support to help. Sadly some of them are still being released homeless and we have had to step in and provide emergency accommodation.



Summary

2020 was not the year we had expected and we have all had to adapt and innovate in line with the requirements of our students and graduates. We are very excited about the roll out of Clink Kitchens during 2021 to another 16 prisons. We have now started back training in a small way at HMP Brixton and HMP Send and are awaiting confirmation from the other prisons as to a start date taking into consideration their individual Covid-19 return to work plans and also the current health of the staff and prisoners at that site.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020

The Clink is in a good position to continue delivering its objectives and re start training at all sites once current restrictions are lifted. We have made good use of this time to review what we do and strive to ensure that we are as up to date as possible with regards to the content of our courses and support post release.

I would like to thank Finlay Scott and the Trustees for their continuing support, guidance and dedication towards our work of reducing reoffending, HMPPS for all that they bring to our partnership and our very generous funders. Thank you.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its memorandum and articles of association and constitutes a company limited by guarantee as defined by the Companies Act 2006.

Organisational structure

Trustee Board

The Charity is governed by a Board of Trustees Chaired by Finlay Scott which supervises the senior management team (SMT) and staff headed up by the Chief Executive Officer, Christopher Moore. The Board of Trustees meets four times each year to set and oversee the delivery of the Charity's objectives.

The Board has a clear and well-understood governance role, approving the strategy, annual budgets and reviewing the management accounts and cash flows on a quarterly basis. The Trustees ensure that risk is well understood and managed, and that the charity is operating legally and in full compliance with our charitable objectives, ethos and values.

The Board appoints and delegates the delivery of the strategy and management of the operation of the charity and its subsidiaries to the CEO, who in turn appoints and manages the SMT. SMT comprises the CEO, the Finance Director, the Operations Director, the Support and Mentoring Director and the Events Director. The SMT meets monthly to review in detail all aspects of the operations including the training, support and mentoring of the beneficiaries of the Charity as well as safeguarding, health and safety.

There are two additional Trustees committees that meet regularly:

- **Audit and Risk Committee** – this meets with the external auditors twice yearly; once to review the systems and internal controls on financial and governance issues and make any recommendations to the Trustee Board with a second meeting to review the draft Annual Report and Accounts prior to sending to the Board for approval and signing.
- **Remuneration Committee** – this reviews and recommends to the Trustee Board staff remuneration, including the salaries of the SMT. The Committee takes into account the responsibilities of the role and the need to set competitive salaries against what is affordable for the organisation.

Trustee training and induction

Our Trustees have been carefully selected from business, education, legal, financial, media, property and building experience. Upon appointment Trustees are given a copy of the Charity Commission document "The Essential Trustee – What you need to know" and asked to read it. They also spend time with the Chairman, CEO and SMT to familiarise themselves with the operations of the Charity and the Restaurants to ensure that they understand the aims and the objectives of the Charity are achieved.

Risk management

The Trustee Board is responsible for the oversight of the risks faced by the Charity. The Trustee Board and Audit and Risk Committee regularly review the Charity's risk position, internal controls assessment and compliance with relevant statutory and finance regulations. Based on the Charities Commission's Guidance "Charity Reserves: building resilience" the Charity has a risk-management process designed to identify the major risks that could impact on the aims in the Charity's Strategic Plan. This process identifies the major risks the Charity faces, the likelihood of occurrence, the significance of the risk, and any mitigating controls that are in place. It also seeks to identify any actions and resources required to manage these risks further.

Principal risks and uncertainties

From the beginning of the pandemic the Trustee Board met more regularly to review how the charity was affected by the events as they developed, this gave the trustees the opportunity to consider the effects of the COVID-19

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020

outbreak on the work of the charity and its finances. These reviews covered income and expenditure forecasts and cash flows. As part of these reviews the Trustees considered the viability of all operations and sadly with regards to The Clink Café it was decided to close the operations at Canada House in Manchester in December 2020, this was an extremely difficult decision to arrive at as it had expanded our training from within a prison environment to working with homeless clients in the heart of Manchester, however in the light of the café's performance since opening it was decided that the charity should focus on its core activities until we are in a more stable economic environment.

Although the charity had to suspend all operations at the beginning of the pandemic it managed to reopen certain operations during the period, all income lost from operations was in the main offset by a fall in associated expenditure. During the pandemic resources were focussed on working with our partners at HMPPS to develop the kitchens pilot concept into a programme that will be rolled out over the next three years to up to 70 prison kitchens around England and Wales.

We are following Government and HMPPS guidelines and are planning to return to training and opening our restaurants on a site by site basis.

The CEO also maintains regular contact with all our funders and is assured that they will continue to support the charity's programme of training and mentoring with all current and future pledges. Due to the generous support of our funders and our partners at HMPPS the charity has continued to be sheltered from the effects of the pandemic and at the time of signing these accounts our financial position remains in a similar state as when COVID 19 started.

The impact of COVID-19 has been considered on the charitable company's future plans and operating and budgeting processes, the effect of the outbreak will continue to be a risk in 2021 until there is more certainty about the raising of restrictions in the environment in which we provide our services.

Safeguarding

We had an external consultant deliver Safeguarding Training to all site based and community facing staff as well as full training for our newly appointed Designated Safeguarding Lead and site based Designated Safeguarding Officers in 2019. We have revised and distributed new Safeguarding and Whistleblowing Policies. Plans for refresher training later in the year for all existing and new staff will be reviewed once we are out of the pandemic and external training becomes available again. We now have full compliance from site and operational level right through the organisation right up to a DSO on the board of trustees.

Health and Safety

Fire, health & safety, food hygiene and allergen awareness is at the core of what we do and we have engaged an external company to audit our process and procedures at all our premises on an annual basis. In addition local Environmental Health Officers inspect our premises and currently we have 5 star ratings across all locations. Our staff are trained in Emergency First Aiders in the workplace and also obtain the following qualifications: Health and Safety (Level 2 or 3), Food Hygiene (Level 2, 3 or 4) and Allergens Awareness (Level 2).

OBJECTIVES AND ACTIVITIES

Significant activities

To ensure the success of the programme, The Clink Charity has developed a five-step integrated model that could be applied across more prisons across the country and to further expand The Clink restaurant concept.

The five-step model focuses on Recruitment, Training, Supporting, Employment and Mentoring. This model has dramatically reduced the reoffending rates of those who have been part of the training programme. The Clink employs 40 fulltime employees and all of our prisoner facing staff undergo TAQA (Training Assessment Quality Assurance) trained to ensure that the standard of training and assessing students is consistent and of the highest possible quality.

The Clink Charity's fulltime support workers work closely with each of the prisoners in training. Upon release they help graduates find employment and they mentor them weekly for 6 to 12 months, to help them reintegrate back into society.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020

Public benefit statement

The Trustees confirm that they have given due consideration to Charity Commission published guidance on the operation of the Public Benefit requirement in relation to the activities of the charitable company.

Financial Review

During 2020 our income fell slightly from £3,552,409 in 2019 to £3,294,936, most of our usual sources of income fell dramatically however one of our extremely generous funders allowed us to repurpose some of their restricted grant to core purposes so that we could continue to support our beneficiaries during the pandemic. The end of year results showed a surplus of £742,748 (2019 surplus of £170,596), Due to the pandemic our restaurants, café and events operations all closed on 23rd March 2020 with very limited trading thereafter for the rest of 2020 which meant that our operations income fell from £1,684,289 in 2019 to £392,252 in 2020, however due to the nature of our operations the fall in income resulted immediately in a fall in related expenses.

Over the years substantial loans have accumulated in the accounts of the subsidiaries, these loans have built up as the subsidiaries have delivered the charitable objectives of the parent charity and the trustees, having reviewed the loans, have decided that it was in the charity's best interest to forgive them.

We were very grateful to our generous supporters who continued to donate to support our work so that during the pandemic we were able to continue to assist our beneficiaries, we were also very grateful for the support from our partners HMPPS. The Charity raised £79,338 (2019: £204,191) by way of general donations. During the pandemic these funds were used to help the beneficiaries with their day-to-day needs including help with finding and paying for accommodation, uniform and day to day living expenses.

We are also extremely grateful that we have been able to furlough many of our extremely skilled workforce under the Job Retention Scheme, this means that when we open our training operations these skills will be able to pick up and start to train immediately without us having to recruit and retrain new staff. Although during 2020 we did receive £651,273 from the furlough scheme we did have to make some very hard decisions and sadly some of our staff were made redundant. We continue to use the scheme in 2021 and its flexibility allows us to bring staff back to work as and when they are needed.

During 2020 we worked with our partners at HMPPS we are very excited about rolling out the new prison kitchens project based on the pilot scheme that we have been running since 2016.

Reserves Policy

The Trustees' objective is to have a cash reserve that is sufficient for the Charity to fulfil its obligations in response to any major unexpected financial situation. The SMT tightly control expenditure and set fully costed and realistic budgets, management accounts and cash flows are reviewed by the SMT monthly and by the Board quarterly. In addition the Board has a policy regarding new projects and will never embark on a new project without having first built up sufficient funds to cover the capital and any initial running costs.

The reserve target level of £175,000 was set in 2016 and following a review in November 2019 remains at this level. At the end of 2020 the Group had total reserves of £1,670,723 (2019:£972,975) of which £516,775 (2019:£443,239) represents restricted funds. Unrestricted funds held totals £1,153,947 (2019: £484,736) of which £658,166 is invested within fixed assets (2019: £820,813 – unrestricted funds fully invested within fixed assets) and as such the charity has free reserves of £495,781 (shortfall to target level of reserves in 2019 was £301,077). This change in our reserves position is entirely due to the generous repurposing of one of our restricted grants and allows us to plan safely for opening at the pace dictated by the government and our partners at HMPPS.

Fund Raising methods and processes

The Charity has always depended on the generosity and support of various grant giving trusts, foundations, companies and philanthropic individuals to build and fund the projects.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020

No external fund raisers are used. The CEO and Finance Director had a successful year raising funds for specific projects and core costs. Once a specific project is identified a proposal is prepared and sent to the organisation (usually grant giving trusts) which has expressed an interest. In the case of capital projects, no work is started until all funding has been secured and the Board has approved it.

Once a grant has been received, we work with the donor to ensure that they have all the information that they require to monitor the impact that their donation has achieved, this usually means a report that is required under their grant giving due diligence procedures together with regular updates that may concern the charity in general or their donation in particular. During this year the CEO has remained in close contact with all of our generous partners keeping them updated with the work of the charity during the pandemic and stressing the importance of their valuable contribution to our work.

In 2020 the Charity raised £79,338 (2019 £204,191) from individual donations and £1,451,333 (2019 £768,480) from Grants.

The Clink is now an established Charity and has a loyal group of funders and charitable trusts all of whom carry out periodic due diligence checks. The Board is confident that the continuing capital that is required to roll out current and future plans will be funded by them.

There are a great many kind individuals who have donated to our work either directly, via CAF, Charities, Trust, Stewardship or online via Just Giving, Donor, Virgin Money Giving and we are extremely grateful for their generosity and support.

We would also like to thank all of the Charitable Trusts and Corporate Funders that have supported our work this year, we highlight here the donations of those who have kindly contributed £2,000 or more during 2020:

Antonio Carluccio Foundation
Borrows Charitable Trust
City BridgeTrust
EI Group
George and Rosie Peck
Green and Fortune Ltd
Office of the Police and Crime Commissioner for Surrey
Sandy & Sue Arbuthnot
Savoy Education Trust
Simon Gibson Charitable Trust
Stiftung Auxilium Foundation
The Beatrice Laing Trust
The Cleopatra Trust
The David & Ruth Lewis Family Charitable Trust
The Fishmongers' Company
The Goldsmiths Company
The Innholders' Charitable Foundation
The Julia & Hans Rausing Trust
The Mark Leonard Trust
The Rank Foundation
The Sheriffs' and Recorder's Fund
The Worshipful Company of Cooks
Vicars Relief Fund
William Brake Charitable Trust

The work of the charity not only changes lives of the Clink graduates but also their families and friends as well as making society a safer place and ultimately saving the taxpayers money.

THE CLINK CHARITY

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020

Statement of Trustees' responsibilities.

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the income and expenditure of the charitable group 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 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 remain in business

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 and the Charities Act 2011, the Charity (Accounts and Report) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In as far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that that they ought to have taken to make themselves aware of any of any relevant audit information and to establish that the auditor is aware of that information.

On behalf of the Board



Finlay Scott – Trustee

Date: 22/6/2021

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY
FOR THE YEAR ENDED 31 DECEMBER 2020**

Opinion

We have audited the financial statements of The Clink Charity (the 'charitable company') for the year ended 31 December 2020 which comprise the Consolidated Statement of Financial Activities (including summary Income and Expenditure Account), the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement 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 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 group's and the parent charitable company's affairs as at 31 December 2020 and of the group's 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 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.

Emphasis of matter

We draw attention to note 1 of the financial statements which describes the impact of coronavirus on the group and charitable company's activities. Our opinion is not modified in respect of this matter.

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY
FOR THE YEAR ENDED 31 DECEMBER 2020**

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 strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page [x], the directors 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 directors 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 directors are responsible for assessing the 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 directors either intend to liquidate the 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 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 is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY
FOR THE YEAR ENDED 31 DECEMBER 2020**

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CLINK CHARITY
FOR THE YEAR ENDED 31 DECEMBER 2020

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

James Cross (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

21 July 2021

Devonshire House
60 Goswell Road
London
EC1M 7AD

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

THE CLINK CHARITY**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2020**

INCOME AND EXPENDITURE		Unrestricted	Restricted	Total	Total
	Note	Funds	Funds	2020	2019
		£	£	£	£
Income					
Income from raising funds	2	1,161,072	436,333	1,597,405	1,052,694
Income from charitable activities	5	1,043,369	-	1,043,369	2,497,619
Government CJRS Grant income		651,273	-	651,273	-
Income from investments	4	2,889	-	2,889	2,096
Total income		2,858,603	436,333	3,294,936	3,552,409
Expenditure					
Expenditure on raising funds	6	37,373	-	37,373	47,866
Expenditure on Charitable Activities					
Primary purpose trading, training and mentoring	6	2,068,773	327,271	2,396,044	3,231,900
Other charitable expenditure	6	83,245	35,526	118,771	102,047
Total expenditure	6	2,189,391	362,797	2,552,188	3,381,813
Net income for the year		669,212	73,536	742,748	170,596
Gross transfers between funds	13	-	-	-	-
Net movements in funds		669,212	73,536	742,748	170,596
Funds brought forward		484,736	443,239	927,975	757,379
Funds carried forward		1,153,948	516,775	1,670,723	927,975

All amounts derive from continuing activities.

The charitable company has no recognised gains or losses other than the net income for the year.

The accompanying notes form part of these financial statements.

THE CLINK CHARITY


**CONSOLIDATED AND CHARITY BALANCE SHEETS
FOR THE YEAR ENDED 31 DECEMBER 2020**

	Note	Group		Charity	
		2020 £	2019 £	2020 £	2019 £
Fixed assets					
Fixed Assets	8	658,166	820,813	-	-
Investments	9	-	-	2	2
		<u>658,166</u>	<u>820,813</u>	<u>2</u>	<u>2</u>
Current assets					
Stock		66,718	81,285	-	-
Debtors	10	151,038	144,334	4,069	691,998
Cash at bank		1,897,020	2,223,629	1,867,817	2,189,297
		<u>2,114,776</u>	<u>2,449,248</u>	<u>1,871,886</u>	<u>2,881,295</u>
Creditors: amounts falling due within one year	11	<u>(892,219)</u>	<u>(2,132,086)</u>	<u>(576,516)</u>	<u>(1,728,448)</u>
Net current assets		1,222,557	317,162	1,295,370	1,152,847
Creditors: amounts falling due within more than one year	12	<u>(210,000)</u>	<u>(210,000)</u>	<u>(210,000)</u>	<u>(210,000)</u>
Net assets		<u>1,670,723</u>	<u>927,975</u>	<u>1,085,372</u>	<u>942,849</u>
Funds	13				
Unrestricted funds		1,153,948	484,736	568,597	499,610
Restricted funds		516,775	443,239	516,775	443,239
		<u>1,670,723</u>	<u>927,975</u>	<u>1,085,372</u>	<u>942,849</u>

The deficit for the financial year dealt with in the financial statements of the parent charity totalled £563,267 (2019: £479,672)

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies.

On behalf of the Board



F T K Scott - Trustee

Date: 22 June 2021

Company registration number: 07157540

THE CLINK CHARITY**CONSOLIDATED CASHFLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2020**

	Note	2020 £	2019 £
Cash flows from operating activities:			
Net cash (used in) / provided by operating activities	16	(254,759)	1,990,586
Cash flows from investing activities:			
Interest receivable	4	2,156	680
Purchase of property, plant and equipment	8	(74,006)	(21,622)
Net cash (used in) investing activities		(71,850)	(20,942)
Change in cash and cash equivalents in the reporting period		(326,609)	1,969,644
Cash and cash equivalents at the beginning of the reporting period		2,223,629	253,985
Cash and cash equivalents at the end of the reporting period		1,897,020	2,223,629
Analysis of Cash and Cash Equivalents			
		2020 £	2019 £
Cash at bank		1,897,020	2,223,629
Total cash and cash equivalents		1,897,020	2,223,629
Analysis of Changes in debt			
	1 Jan 2020 £	Cashflows £	31 Dec 2020 £
Cash at bank	2,223,629	(326,609)	1,897,020
Loans falling due within one year	-	-	-
Loans falling due after more than one year	-	-	-
	2,223,629	(326,609)	1,897,020

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1 ACCOUNTING POLICIES

Accounting Convention

The financial statements are prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The charitable company is a public benefit entity for the purpose of FRS102 and therefore the charity and group's financial statements have been prepared in accordance with Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic or Ireland (the FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared on a going concern basis which assumes the charitable group will continue in operational existence for the foreseeable future.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The Charitable group has been significantly impacted by the Covid-19 pandemic with Restaurant and Cafe remaining closed for a large part of the year. In response the Charity accessed the Government's furlough scheme and is looking forward to reopening as restrictions are lifted. The trustees have considered the impact of COVID-19 on the charitable group's future plans and operating and budgeting processes; these reviews have covered income and expenditure forecasts and cash flows for 2021 and also 2022. Based on these forecasts and after making enquiries the trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to meet its liabilities as they fall due for a period of at least twelve months from the date of approval of these financial statements.

Basis of consolidation

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries The Clink Restaurant Company Limited, Clink Trading Limited and The Clink Cafe Charity. A separate statement of financial activities is not presented for the charity itself as it has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is at the following annual rates to write off each asset over its estimated useful life:

Leasehold	10%	per annum
Plant and machinery	10%	per annum
Fixtures and fittings	10%	per annum
Motor vehicles	10%	per annum
Computer equipment	20%	per annum

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

1 ACCOUNTING POLICIES (Continued)

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS102 to all its financial instruments.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at the amount receivable and subsequently adjusted for any impairment or other

Basic financial liabilities

Basic financial liabilities, including trade and other creditors, bank loans, loans from fellow group companies, are initially measured at the amount payable and subsequently adjusted for any changes in

Pension costs and other post-retirement benefits

The group operates a defined contribution pension scheme. Contributions payable to the pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements.

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)**

2 VOLUNTARY INCOME

	Unrestricted £	Restricted £	2020 £	2019 £
Donations	79,338	-	79,338	204,191
Gift aid	4,038	-	4,038	7,687
Grants	1,015,000	436,333	1,451,333	768,480
	<u>1,098,376</u>	<u>436,333</u>	<u>1,534,709</u>	<u>980,358</u>

Of total voluntary income reported above, £1,087,738 are attributable to unrestricted funds (2019: £382,214) and £446,971 attributable to restricted funds (2019: £670,480)

Grants included in the above are as follows:

2020	Unrestricted £	Restricted £	2020 £	2019 £
Raising Foundation	1,000,000	100,000	1,100,000	350,000
The Innholders' Charitable Foundation	-	31,500	31,500	30,000
Rank Foundation	-	-	-	30,000
Stiftung Auxilium - Porticus	-	83,333	83,333	-
The Worshipful Company of Cooks	-	40,000	40,000	28,000
City Bridge Trust	-	17,500	17,500	35,000
Savoy Education Trust	-	30,000	30,000	30,000
Sandy & Sue Arbuthnot	-	50,000	50,000	50,000
The Fishmongers' Company	-	38,000	38,000	78,480
Beatrice Lang	-	10,000	10,000	-
Artemis Investment Management	-	-	-	40,000
Lewis Family Trust	-	-	-	12,000
Banham Foundation	-	-	-	10,000
Antonio Carluccio Foundation	-	20,000	20,000	24,000
Goldman Sachs	-	-	-	30,000
Goldsmiths	15,000	-	15,000	15,000
PCC RR Grant funding The Clink Restaurant	-	5,000	5,000	-
Gibson Charitable trust Cardiff	-	5,000	5,000	-
Borrows Charitable Trust COVID19	-	2,000	2,000	-
Sheriff & Recorders COVID 19	-	1,000	1,000	-
Mark Leonard Trust COVID 19	-	3,000	3,000	-
Other small grants	-	-	-	6,000
Total Grant Income	<u>1,015,000</u>	<u>436,333</u>	<u>1,451,333</u>	<u>768,480</u>
2019 Total Grant Income	<u>98,000</u>	<u>670,480</u>	<u>768,480</u>	

3 OTHER FUNDRAISING ACTIVITIES

	2020 £	2019 £
Fundraising events	62,696	72,336
	<u>62,696</u>	<u>72,336</u>

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)**

4 INVESTMENT INCOME	2020	2019
	£	£
Rental income	733	1,416
Interest receivable	2,156	680
	2,889	2,096

Investment income totalling £2,889 are attributable to unrestricted funds (2019: £2,096)

5 INCOME FROM CHARITABLE ACTIVITIES	2020	2019
	£	£
Income from restaurant sales	222,226	999,537
Income from training restaurants - training income	651,117	813,330
Income from events catering - events income	107,650	567,011
Income from Café sales - Café income	25,018	106,330
Other charitable income - other income	37,358	11,411
	1,043,369	2,497,619

Incoming resources from charitable activities totalling £1,043,369 are attributable to unrestricted funds (2019: £2,497,619)

6 ANALYSIS OF EXPENDITURE

2020	Staff costs (Note 7) £	Direct costs £	Support costs (Note 6a) £	Total 2020 £
Expenditure on raising funds:				
Expenditure on raising donations	14,705	17,713	4,956	37,373
Charitable activities:				
General charitable activities	62,263	-	20,982	83,245
COVID19 Support	-	35,526	-	35,526
Restaurant operation, training and mentoring	1,254,891	196,343	422,908	1,874,143
Events operation, training and mentoring	263,691	58,841	88,866	411,398
Cafe operation, training and mentoring	72,928	12,999	24,576	110,503
Total expenditure	1,668,478	321,422	562,288	2,552,188

Total expenditure reported above is comprised of £2,165,565 attributable to unrestricted funds (2019: £3,069,373) and £416,984 attributable to restricted funds (2019: £312,511)

2019	Staff costs (Note 7) £	Direct costs £	Support costs (Note 6a) £	Total 2019 £
Expenditure on raising funds:				
Expenditure on raising donations	16,218	26,364	5,284	47,866
Expenditure on other trading activities:				
General charitable activities	80,625	-	21,422	102,047
Restaurant operation, training and mentoring	1,450,667	439,733	477,457	2,367,857
Events operation, training and mentoring	318,298	247,242	103,698	669,238
Cafe operation, training and mentoring	110,860	47,829	36,117	194,806
Total expenditure	1,976,668	761,168	643,977	3,381,813

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)**

6a	Analysis of Support Costs	Total 2020 £	Total 2019 £
	General expenses	227,130	327,725
	Information technology & Computer Costs	38,267	32,504
	Marketing & Website costs	7,527	17,428
	Insurance	30,621	26,677
	Bank charges	500	265
	Depreciation	167,892	172,738
	Irrecoverable VAT	-	3,354
	Governance Costs (6b)	90,351	63,286
		562,288	643,977
6b	Governance costs	Total 2020 £	Total 2019 £
	Trustees Expenses	77	584
	Audit fees (i)	28,450	31,099
	Legal & professional fees	61,509	27,955
	Other professional fees	315	3,648
		90,351	63,286
		Total 2020 £	Total 2019 £
(i) Audit fees analysis			
	Audit fees - Current year	21,505	23,841
	Audit fees - prior year under accrual	555	1,693
	- Non-audit services	6,390	5,565
		28,450	31,099

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)**

7 STAFF COSTS	2020	2019
	£	£
Wages and Salaries	1,473,347	1,690,881
Social Security contributions	126,668	151,312
Pension contributions	68,463	134,475
	<u>1,668,478</u>	<u>1,976,668</u>

The average number of employees in the year was 59 (2019 - 58)

Staff costs allocated within expenditure as:	2020	2019
	£	£
Expenditure on raising funds	14,705	16,218
Charitable activities	1,653,773	1,960,450
	<u>1,668,478</u>	<u>1,976,668</u>

Staff costs shown above is inclusive of:

Employee redundancy and non-contractual termination payments of £3,069 (2019: £4,057) were made during the year.
Compensation for loss of office of £NIL (2019: £14,875) was incurred and included in figures above.

The Director and senior management team are considered to be Key Management Personnel of the charity and total remuneration paid to KMP during the year was £326,111 (2019: £346,856).

Employees paid over £60,000 fell into the following bands:	2020	2019
£90,000 - £100,000	1	1
£60,000 - £70,000	1	2

Pension contributions for the higher paid employees amounted to £35,361 (2019: £62,754) during the year.

No Trustees were paid any remuneration during the current or previous year. Trustees were reimbursed expenses totalling £77 (2019: £161).

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

8 TANGIBLE FIXED ASSETS (GROUP)

	Leasehold Property £	Plant & Machinery £	Fixtures & Fittings £	Motor Vehicles £	Office Equipment £	Total £
Cost						
At 1 January 2020	79,356	582,745	924,551	49,704	39,188	1,675,544
Additions	-	74,006	-	-	-	74,006
Asset category reclassification	-	9,789	(9,789)	-	-	-
Disposals	-	(58,727)	(32,937)	(10,620)	(374)	(102,658)
At 31 December 2020	79,356	607,813	881,825	39,084	38,814	1,646,892
Depreciation						
At 1 January 2020	39,678	262,087	510,506	16,887	25,573	854,731
Charge for year	7,936	60,781	88,182	3,909	7,084	167,892
Asset category reclassification	-	979	(979)	-	-	-
Disposals	-	614	(26,905)	(174)	(7,432)	(33,897)
At 31 December 2020	47,614	324,461	570,804	20,622	25,225	988,726
Net Book Value						
At 31 December 2020	31,742	283,352	311,021	18,462	13,589	658,166
At 31 December 2019	39,678	320,658	414,045	32,817	13,615	820,813

9 FIXED ASSET INVESTMENTS

The Clink Charity owns the whole of the share capital of The Clink Trading Limited, a company registered in England and Wales (company number 9926424, registered office 1 London Bridge, London SE1 9BG). The Clink Trading Company operates the events catering in fulfilment of the charity's charitable purpose.

The Clink Charity also owns the whole of the share capital of The Clink Restaurant Company Limited, a company registered in England and Wales (company number 7092125, registered office 1 London Bridge, London SE1 9BG). The Clink Restaurant Company operates the restaurants in fulfilment of the charity's charitable purpose.

The Clink Charity is sole member of The Clink Café Charity, a charitable incorporated organisation "CIO" (charity number 1180942 company number CE015766, register office 1 London Bridge, London SE1 9BG) which operates a café in central Manchester. The Clink Café Charity operates the café in fulfilment of the charity's charitable purpose.

The Clink Charity also owns the whole of the share capital of the following dormant subsidiaries

Entity Name	Company Registration No.	
The Clink Bakery Ltd	12161670	100% wholly owned subsidiary (dormant)
The Clink Café Ltd	12710775	100% wholly owned subsidiary (dormant)
The Clink College Ltd	12704773	100% wholly owned subsidiary (dormant)
The Clink Events Ltd	12161627	100% wholly owned subsidiary (dormant)
The Clink Gardens Ltd	12704769	100% wholly owned subsidiary (dormant)
The Clink Training Ltd	12161764	100% wholly owned subsidiary (dormant)
The Clink Kitchens Ltd	12165242	100% wholly owned subsidiary (dormant)
The Clink and Collect Ltd	12711813	100% wholly owned subsidiary (dormant)
The Clink at Home Ltd	13161527	100% wholly owned subsidiary (dormant)

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)**

9 FIXED ASSET INVESTMENTS (CONTINUED)

All activities have been consolidated in the Statement of Financial Activities on a line by line basis. A summary of the results of the subsidiary are shown below.

	Restaurant		Trading		Café	
	2020 £	2019 £	2020 £	2019 £	2020 £	2019 £
Turnover	1,957,372	2,321,491	322,903	649,661	110,502	149,819
Cost of sales	(1,244,764)	(1,655,379)	(279,862)	(542,302)	(85,927)	(158,689)
Gross profit	712,608	666,112	43,041	107,359	24,575	(8,870)
Administrative expenses	(665,565)	(750,923)	(99,030)	(105,045)	(75,673)	(35,207)
	47,043	(84,811)	(55,989)	2,314	(51,098)	(44,077)
Other operating income	37,358	108,447	-	-	-	-
Operating (loss)/profit	84,401	23,636	(55,989)	2,314	(51,098)	(44,077)
Interest receivable	-	602	-	-	-	-
Interest payable	-	(42,643)	-	(7,212)	-	(3,017)
Exceptional income	1,067,216	-	168,100	-	93,387	-
(Loss)/Profit on ordinary activities	1,151,617	(18,405)	112,111	(4,898)	42,289	(47,094)
Assets	784,607	814,832	147,598	197,925	3,206	60,526
Liabilities	(255,508)	(1,437,349)	(86,540)	(248,978)	(8,011)	(107,620)
Net liabilities	529,099	(622,517)	61,058	(51,053)	(4,805)	(47,094)

10 DEBTORS

	Group		Charity	
	2020 £	2019 £	2020 £	2019 £
Trade debtors	83,195	118,752	3,380	35,757
Other debtors	63,371	659	689	609
Prepayments & Accrued Income	4,472	24,923	-	2,973
Due from subsidiary undertakings	-	-	-	652,659
	151,038	144,334	4,069	691,998

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade creditors	25,878	79,943	886	1,932
Other creditors	41,242	37,265	1,003	1,152
Accruals	59,457	135,658	10,837	26,736
Deferred income	628,844	1,734,995	559,500	1,696,630
Taxation and social security	136,798	144,225	4,290	1,998
	<u>892,219</u>	<u>2,132,086</u>	<u>576,516</u>	<u>1,728,448</u>

The deferred income balance of £559,500 (2019: £46,630) in the charity comprises income from ticket sales, fundraising and sponsorship for the Clink Ball 2020 totalling £9,500 and £550,000 Clink Kitchens Project Funding from The Julia and Hans Rausing Trust which is subject to certain matched funding conditions. The group deferred income balance includes £69,344 (2019: £84,995) for events taking place in 2021.

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Deferred income at 1 January	1,734,995	98,434	1,696,630	24,860
Deferred income released in the year	(1,734,995)	(98,434)	(1,696,630)	(24,860)
Income received in advance	628,844	1,734,995	559,500	1,696,630
Deferred income at 31 December	<u>628,844</u>	<u>1,734,995</u>	<u>559,500</u>	<u>1,696,630</u>

12 CREDITORS: AMOUNTS FALLING DUE WITHIN MORE THAN ONE YEAR

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Repayable grant	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>

The Rank Foundation have provided a repayable grant to the charity at a 0% interest rate with no early repayment clause. Since the balance sheet date the trustees of the Rank Foundation have agreed to extend the repayment date from September 2022 to December 2026.

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)**

13 RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS

2020	Brought Forward £	Income £	Expenditure £	Transfers £	Carried Forward £
Unrestricted funds					
General funds	1,205,400	1,137,515	(445,613)	-	1,897,302
Trading funds	(720,664)	1,721,088	(1,743,778)	-	(743,354)
Total Unrestricted Funds	484,736	2,858,603	(2,189,391)	-	1,153,948
Restricted funds					
The Innholders' Charitable Foundation	7,500	31,500	(26,520)	(1,500)	10,980
Savoy Education Trust	7,500	30,000	(21,673)	-	15,827
The Julia and Hans Rausing Trust	241,778	100,000	(39,732)	-	302,046
Sandy & Sue Arbutnot	30,000	50,000	(30,000)	-	50,000
The Rank Foundation	27,667	-	(20,310)	-	7,357
Antonio Carluccio Foundation	6,000	20,000	-	(20,000)	6,000
The Worshipful Company of Cooks	8,833	40,000	(14,465)	(10,000)	24,368
City Bridge Trust	8,750	17,500	(22,595)	-	3,655
The Fishmongers' Company	105,211	38,000	(75,708)	(3,000)	64,503
Stiftung Auxilium - Porticus	-	83,333	(76,267)	-	7,066
Beatrice Lang	-	10,000	-	-	10,000
PCC RR Grant funding The Clink Rest	-	5,000	(3,367)	-	1,633
Gibson Charitable trust Cardiff	-	5,000	(5,000)	-	-
Borrows Charitable Trust COVID19	-	2,000	(2,000)	-	-
Sheriff & Recorders COVID 19	-	1,000	(1,000)	-	-
Mark Leonard Trust COVID 19	-	3,000	(3,000)	-	-
COVID19 Graduate Support fund	-	-	(21,159)	34,500	13,341
Total Restricted Funds	443,239	436,333	(362,797)	-	516,775
Total Funds	927,975	3,294,936	(2,552,188)	-	1,670,723
2019					
Unrestricted funds					
General funds	1,322,375	285,618	(402,593)	-	1,205,400
Trading funds	(650,266)	2,596,311	(2,666,709)	-	(720,664)
Total Unrestricted Funds	672,109	2,881,929	(3,069,302)	-	484,736
Restricted funds					
The Innholders' Charitable Foundation	7,500	30,000	(30,000)	-	7,500
Savoy Education Trust	-	30,000	(22,500)	-	7,500
The Julia and Hans Rausing Trust	-	350,000	(108,222)	-	241,778
Sandy & Sue Arbutnot	-	50,000	(20,000)	-	30,000
The Rank Foundation	29,167	30,000	(31,500)	-	27,667
Antonio Carluccio Foundation	-	24,000	(18,000)	-	6,000
The Worshipful Company of Cooks	3,333	28,000	(22,500)	-	8,833
City Bridge Trust	8,750	35,000	(35,000)	-	8,750
The Fishmongers' Company	36,520	78,480	(9,789)	-	105,211
Banham Security Foundation	-	10,000	(10,000)	-	-
Simon Gibson Charitable Trust	-	5,000	(5,000)	-	-
Total Restricted Funds	85,270	670,480	(312,511)	-	443,239
Total Funds	757,379	3,552,409	(3,381,813)	-	927,975

THE CLINK CHARITY

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)**

13 RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS (CONTINUED)

The Innholders' Charitable Foundation provides for mentoring and support for HMP Brixton restaurant.
Savoy Educational Trust funding towards core costs of The Clink Café charity and graduate training costs across all projects
The Rank Foundation for the funding of a General Manager for Clink Events at HMP Downview.
The Worshipful Company of Cooks provides funding for the chef trainer at mentor at HMP Downview.
City Bridge Trust provides funding for a support worker at HMP High Down.
The Fishmongers' Company provides funding for HMP Styal Gardening Project (staff costs and capex)
Simon Gibson Charitable Trust provides funding for HMP Cardiff.
Banham Security Foundation provides funding for support workers
Antonio Carluccio Foundation provides funding for 3 trainee places
Beatrice Laing funding for new Ovens at HMP High Down

Funding received for the Clinks Kitchens Project is reflected by below funds

The Julia and Hans Rausing Trust
Sandy & Sue Arbuthnot
Stiftung Auxilium - Porticus

COVID-19 Clink Graduate Emergency Support Fund to provide emergency accommodation, basic provisions and other essentials to Clink Graduates in need in the Community.

14 ALLOCATION OF THE GROUP NET ASSETS

	Fixed Assets £	Current Assets £	Curent Liabilities £	Non Current Liabilities £	2020 Total £
General fund	-	794,868	1,312,434	(210,000)	1,897,301
Trading funds	658,166	243,633	(1,645,153)	-	(743,354)
Restricted Funds	-	1,076,275	(559,500)	-	516,775
	658,166	2,114,776	(892,219)	(210,000)	1,670,723

	Fixed Assets £	Current Assets £	Curent Liabilities £	Non Current Liabilities £	2019 Total £
General fund	-	109,397	1,291,128	(210,000)	1,190,525
Trading funds	820,813	220,612	(1,747,214)	-	(705,789)
Restricted Funds	-	2,119,239	(1,676,000)	-	443,239
	820,813	2,449,248	(2,132,086)	(210,000)	927,975

THE CLINK CHARITY

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

15 RELATED PARTY TRANSACTIONS

Donations received from trustees in the year amounted to £NIL (2019: £10,000)

During the year the Trustees of the charity agreed to waive the amounts owed by its subsidiary undertakings on the basis that the purposes of the loans had been achieved in the interests of the charity. Accordingly, the following amounts were waived

The Clink Restaurant Company Limited £1,067,216
Clink Trading Limited £168,100
The Clink Café Charity CIO £93,387

During the year, The Clink Charity provided grants of £587,955 (2019: £507,570) to The Clink Restaurant Company Limited including COVID19 support grants of £33,409 (2019: £NIL). Included in the balance sheet for the charity is balance of £NIL (2019: £1,073,301) due from The Clink Restaurant Company Limited. Interest of £NIL (2019: £42,643) was charged on the loan balance.

During the year, The Clink Charity provided grants of £68,985 (2019: £82,650) to Clink Trading Limited. Included in the balance sheet for the charity is balance of £NIL (2019: £185,806) due to Clink Trading Limited. Interest of £NIL (2019: £6,610) was charged on the loan balance.

During the year, The Clink Charity provided grants of £50,107 (2019: £43,489) to the Clink Cafe. Included in the balance sheet for the charity is balance of £NIL (2019: £100,060) due to the Clink Cafe. Interest of £NIL (2019: £3,017) was charged on the loan balance.

16 Reconciliation of net expenditure to net cash flow from operating activities

	£	£
Net income for the reporting period	742,748	170,596
Adjustments for:		
Interest receivable	(2,156)	(680)
Depreciation	167,892	172,739
Disposal of fixed assets	68,761	7,657
Decrease /(Increase) in stock	14,567	(7,912)
(Increase) in debtors	(6,704)	(87,047)
(Decrease) / Increase in creditors	(1,239,867)	1,735,233
Net cash provided by operating activities	(254,759)	1,990,586

17 Operating Lease commitments

The group has the below minimum lease payments payable under non-cancellable operating leases arrangements at the reporting date.

	Group			Charity		
	Plant & Machinery 2020 £	Office Equipment 2020 £	Total 2020 £	Total 2019 £	Office Equipment 2020 £	2019 £
Within a year	13,086	2,866	15,952	15,952	2,866	2,866
Two to five years	7,634	5,732	13,366	29,318	5,732	8,598
	20,720	8,598	29,318	45,270	8,598	11,464