

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

Trustees

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

Registered Office

No. 1 London Bridge
London
SE1 9BG

Chief Executive

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

Company Secretary

D Whitworth

Bankers

Coutts & Co	Nat West
440 Strand	135 Bishopsgate
London	London
WC2R 0QS	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

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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 in many different ways. Everyone involved has played an integral part in helping us change the many misconceptions that surround prisoner rehabilitation.

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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.

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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.

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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

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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.

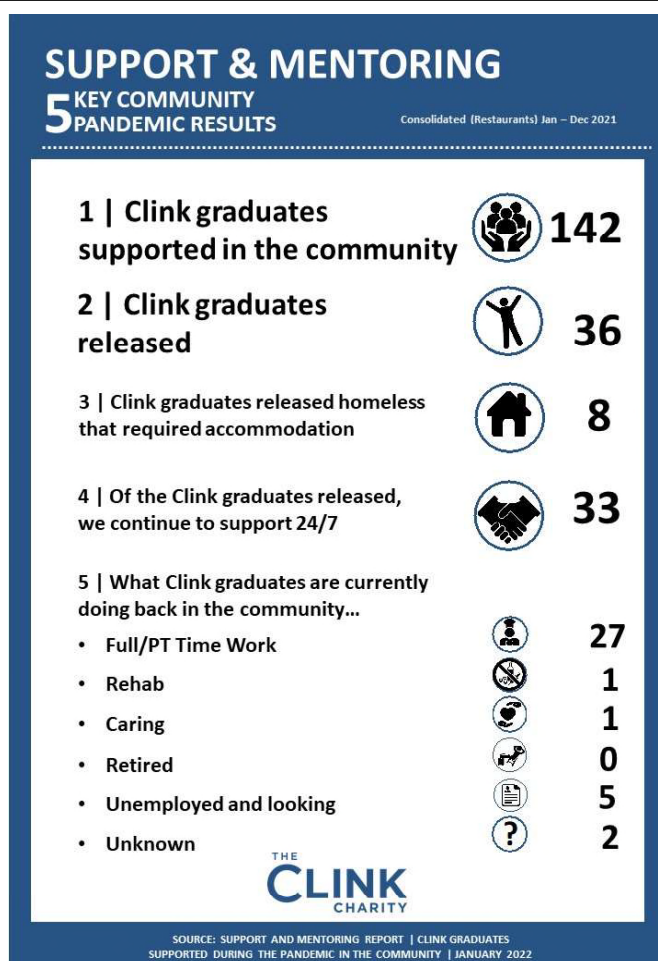
Mentoring and Support work

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.

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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.

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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.

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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 (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 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 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

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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

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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.

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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.

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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.

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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.



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
		545,865	658,166	2	2
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
		3,838,289	2,114,776	3,465,627	1,871,886
Creditors: amounts falling due within one year	11	(2,809,415)	(892,219)	(2,484,106)	(576,516)
Net current assets		1,028,874	1,222,557	981,521	1,295,370
Creditors: amounts falling due within more than one year	12	(210,000)	(210,000)	(210,000)	(210,000)
Net assets		1,364,739	1,670,723	771,523	1,085,372
Funds	13				
Unrestricted funds		826,137	1,153,948	232,921	568,597
Restricted funds		538,602	516,775	538,602	516,775
		1,364,739	1,670,723	771,523	1,085,372

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
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

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	1,835,787
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)

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

**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
	1,577,024	1,668,478

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
	1,577,024	1,668,478

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	79,356	590,850	884,966	73,334	39,187	1,667,693
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	55,550	348,680	659,529	20,698	37,372	1,121,829
Net Book Value						
At 31 December 2021	23,806	242,170	225,438	52,636	1,815	545,865
At 31 December 2020	31,742	283,352	311,021	25,720	5,958	657,793

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 & 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	1,670,723	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 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 & 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 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 £	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 2021 £	Office Equipment 2021 £	Total 2021 £	Total 2020 £	Office Equipment 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