

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	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

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.

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.

**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.

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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 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.

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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

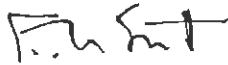
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

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.

**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	1,670,723
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	(2,121,703)	(2,809,415)	(1,696,630)	(2,484,106)
Net current assets		806,597	1,028,874	771,301	981,521
Creditors: amounts falling due after more than one year	12	(210,000)	(210,000)	(210,000)	(210,000)
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		<u>2,670,960</u>	<u>3,652,604</u>
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		<u>2,670,960</u>	<u>3,652,604</u>
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	-	-	-
	<u>3,652,604</u>	<u>(981,644)</u>	<u>2,670,960</u>

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
	197,328	1,066,008	1,263,336	642,858
2021 Total Voluntary Income	138,971	503,887	642,858	

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 £
Rausing 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	8,000	1,066,008	1,074,008	572,039
2021 Total Grant Income	75,000	497,039	572,039	

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
	60,099	14,290

All fundraising events income is attributable to unrestricted funds

4 INVESTMENT INCOME

	2022 £	2021 £
Interest receivable	4,286	275
	4,286	275

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
	2,687,100	1,126,675

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	2,516,466	1,087,135	715,528	4,319,129

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	1,577,024	381,233	552,662	2,510,920

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
	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 Arbuthnot	-	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 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)	-	-
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 Arbuthnot	-	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 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	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 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)	-	-
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	1,085,372	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 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 £	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

**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