

THE CLINK CHARITY

Limited by guarantee

Registered Charity Number 1134581

Registered Company Number 07157540 (England and Wales)

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

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023



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THE CLINK CHARITY

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



Trustees & Directors

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

Registered Office (to 22 June 2024)

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

Registered Office (from 22 June 2024)

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

Chief Executive

Y M Thomas

Company Secretary

D Whitworth

Bankers

Coutts & Co
440 Strand
London
WC2R 0QS

Nat West
135 Bishopsgate
London
EC2M 3UR

Solicitors

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

Auditors

Moore Kingston Smith LLP
9 Appold Street
London
EC2A 2AP

**REPORT OF THE TRUSTEES
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Chair's Statement

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

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

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

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

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

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

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

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

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

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

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

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

Chief Executive's Report

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

Quality and Standards

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

Commitment to rehabilitation support

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

Using technology

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

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

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

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

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

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

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

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

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

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

Clink Support and Mentoring

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

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

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

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

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

Our Future

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

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

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

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

Delivering Outcomes

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

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

Concluding remarks

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

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

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

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

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

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

Yvonne Thomas

Chief Executive

April 2024

The Clink in numbers - 2023



STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Organisational structure

Trustee Board

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

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

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

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

There are two additional Trustees committees that meet regularly:

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

Trustee training and induction

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

Risk management

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

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Principal risks and uncertainties

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

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

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

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

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

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

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

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

Safeguarding

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

Health and Safety

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

OBJECTIVES AND ACTIVITIES

Significant activities

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

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

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

Public benefit statement

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

Financial Review

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

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

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

Reserves Policy

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

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

Fund Raising methods and processes

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

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

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

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

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

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

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

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

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

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

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Statement of Trustees' responsibilities.

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

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group and of the income and expenditure of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles in the Charities SORP and make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will remain in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities Act 2011, the Charity (Accounts and Report) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In as far as the trustees are aware:

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

On behalf of the Board

A handwritten signature in black ink, appearing to read "F. Scott".

Finlay Scott – Trustee

Date: 15th July 2024

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

Opinion

We have audited the financial statements of The Clink Charity (the 'charitable company') for the year ended 31 December 2023 which comprise the Consolidated Statement of Financial Activities (including summary Income and Expenditure Account), the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

Our approach was as follows:

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

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

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

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

THE CLINK CHARITY



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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

18 July 2024

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

9 Appold Street
London
EC2A 2AP

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

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

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

All amounts derive from continuing activities.

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

The accompanying notes form part of these financial statements.

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



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

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

The accompanying notes form part of these financial statements.

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

On behalf of the Board

Finlay Scott - Trustee

Date: 15th July 2024

Company registration number: 07157540

**CONSOLIDATED CASHFLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2023**

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

THE CLINK CHARITY

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



1 ACCOUNTING POLICIES

Accounting Convention

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

The charitable company is a public benefit entity for the purpose of FRS102 and therefore the charity and group's financial statements have been prepared in accordance with Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic 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. During 2023 it was decided that the charity should seek new income streams and therefore opportunities were looked for within the HMPPS Dynamic Procurement System and following success with a number of bids we were awarded contracts to deliver new projects. Building on this success in 2024, the charity is working towards becoming a supporting provider in the delivery of the new Prison Education Services (PES) contracts. In addition during 2023 the charity sought to gain accreditation in becoming an apprenticeship provider, following the award of the accreditation in 2024 we are now training apprentices in our restaurant at HMP Styal.

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

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

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

Income

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

Expenditure

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

Tangible fixed assets

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

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

Stocks

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

Financial instruments

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

Basic financial assets

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

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

Basic financial liabilities

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

Taxation

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

Fund accounting

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

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

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

Critical accounting estimates and areas of judgement

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

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

2 VOLUNTARY INCOME

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

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

Grants included in the above are as follows:

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

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



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

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

6 ANALYSIS OF EXPENDITURE

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

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

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

6 ANALYSIS OF EXPENDITURE (CONTINUED)

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

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

6a Analysis of Support Costs

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

6b Governance costs

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

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

THE CLINK CHARITY

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



7 STAFF COSTS

| | 2023 £ | 2022 £ |
|-------------------------------|------------------|------------------|
| Wages and Salaries | 2,722,490 | 2,206,593 |
| Social Security contributions | 260,413 | 226,975 |
| Pension contributions | 98,309 | 82,898 |
| | 3,081,212 | 2,516,466 |

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

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

Staff costs shown above is inclusive of:

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

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

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

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

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

8 TANGIBLE FIXED ASSETS (GROUP)

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

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

INTANGIBLE FIXED ASSETS (GROUP)

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

9 FIXED ASSET INVESTMENTS

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

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

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

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

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

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

THE CLINK CHARITY

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



9 FIXED ASSET INVESTMENTS (cont)

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

10 DEBTORS

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

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

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

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

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

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

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

| | | Group 2023 £ | 2022 £ | Charity 2023 £ | 2022 £ |
|-----------------|-----|--------------------|----------------|----------------------|----------------|
| Loans payable | 12a | 114,750 | - | 114,750 | - |
| Repayable grant | | 210,000 | 210,000 | 210,000 | 210,000 |
| | | 324,750 | 210,000 | 324,750 | 210,000 |

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

12a LOANS PAYABLE (GROUP & CHARITY)

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

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

Capital repayments are due as follows:

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

THE CLINK CHARITY

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



13 GROUP - RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS

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

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

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

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

13 RECONCILIATION OF MOVEMENTS IN TOTAL FUNDS (CONTINUED)

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

Savoy Educational Trust funding towards core costs of The Clink Café charity and graduate training costs across all projects
Butchers' and 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 and Relief Chef Trainer South East

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

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

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

Simon Gibson Charitable Trust provides funding for HMP Cardiff.

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

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

The Julia and Hans Rausing Trust

Sandy & Sue Arbuthnot

Stiftung Auxilium - Porticus

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

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

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

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

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

14 GROUP - ALLOCATION OF NET ASSETS

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

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

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



14a CHARITY - ALLOCATION OF NET ASSETS

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

| | Fixed Assets £ | Current Assets £ | 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 |
| | <u>2</u> | <u>2,467,931</u> | <u>(1,696,630)</u> | <u>(210,000)</u> | <u>561,303</u> |

15 RELATED PARTY TRANSACTIONS

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

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

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

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

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

17 Operating Lease commitments

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

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

NOTES TO THE FINANCIAL STATEMENTS
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18 Post Balance Sheet Event

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

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

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

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