

3527176

Clinks

ACCOUNTS

FOR THE YEAR ENDED

31 MARCH 2008

A company limited by guarantee and not having a share capital

jwpcreeers
CHARTERED ACCOUNTANTS

Foss Place, Foss Islands Road, York YO31 7UJ

WEDNESDAY



AFPH46IN

A79

14/01/2009

134

COMPANIES HOUSE

Clinks

INDEX	PAGE
REFERENCE AND ADMINISTRATIVE INFORMATION	1
REPORT OF THE MANAGEMENT COMMITTEE	2 - 4
STATEMENT OF TRUSTEES' RESPONSIBILITIES	5
INDEPENDENT AUDITORS REPORT TO THE TRUSTEES	6
STATEMENT OF FINANCIAL ACTIVITIES	7
BALANCE SHEET	8
NOTES TO THE ACCOUNTS	9 - 15

Clinks

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity name: Clinks
Charity number: 1074546
Company number: 3562176

**REGISTERED OFFICE AND
PRINCIPAL ADDRESS:** 25 Micklegate
York
YO1 6JH

MEMBERS OF THE MANAGEMENT COMMITTEE

The members of the management committee who served during the year were:

Rob Allen	Chair
Peter Kilgariff	Treasurer
Lucy Gampell	
Jane Hatfield	
Roma Walker	Resigned 12.12.2007
Richard Nicholls	Resigned 20.06.2008
Lystra Hagley-Dickinson	
Peter Crossley	
Paul Cavadino	
Anne Mason	Resigned 12.12.2007
Clare McGregor Allen	Resigned 12.12.2007
Cheryl Bicket	
Julian Corner	
Norma Hoyte	Appointed 18.06.2008

Company Secretary and
Director Clive Martin

ADVISORS:

Bankers CAF Bank Limited
P O Box 289
West Malling
Kent
ME19 4TA

Auditors: JWPCreers
Foss Place
Foss Islands Road
York
YO31 7UJ

Solicitors: Ware & Kay
Sentinel House
Peaseholme Green
York
YO1 7PP

Clinks

REPORT OF THE MANAGEMENT COMMITTEE FOR THE YEAR ENDED 31 MARCH 2008

The management committee presents its report and the financial statements for the year ended 31 March 2008.

Reference and administrative information set out on the previous page forms part of this report. The financial statements comply with statutory requirements and the Statement of Recommended Practice – Accounting and Reporting by Charities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Clinks is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association dated 12 May 1998 as amended by special Resolutions dated 10 December 1998, 26 March 2001 and 25 November 2002.

Trustees and organisational structure

The Articles of Association specify that the management committee shall be made up of not less than eight members comprising up to eight elected members and up to four members co-opted by the management committee. One third of the elected trustees retire at each annual general meeting and trustees co-opted during the year also retire but are eligible for re-election. Trustees can also be elected at the annual general meeting if recommended by the trustees or if appropriate notice of the proposal to appoint is given. The members of the management committee are the trustees of the charity and also the directors of the company. In addition the management committee are required to co-opt a further member to act as Chairman for a maximum period of 6 years.

Organisation

The management committee which meets regularly administers the charity. The day to day operations of the charity are managed by the director.

Risk management

The trustees have assessed the major risks to which the charity is exposed. Where significant risks have been identified systems have been or will be established to mitigate those risks.

OBJECTIVES AND ACTIVITIES

The aim of the charity is to promote the rehabilitation of offenders by improving links between community based agencies and the Prison and Probation Services in England and Wales.

Clinks is a membership umbrella organisation that seeks to assist in the rehabilitation of offenders by improving the links between the voluntary and community sector and the National Offender Management Service.

Our members are voluntary and community organisations that work with offenders and/or their families. Friends come from a range of individuals, voluntary, statutory and private organisations who support our work.

We have:

1. Vigorously promoted the role of the voluntary sector in campaigning and service delivery activities that affect offenders and their families.
2. Advocated on behalf of the sector ensuring that the strengths and resources of the Voluntary and Community Sector are recognised by Government and policy makers at all levels.
3. Encouraged the dissemination of information that will enable the sector to stay informed and responsive to the development of the new National Offender Management Service.
4. Shared good practice and promote collaboration across a wide range of other infra-structure and service delivery agencies.

Clinks

REPORT OF THE MANAGEMENT COMMITTEE FOR THE YEAR ENDED 31 MARCH 2008

ACHIEVEMENTS AND PERFORMANCE

The year ending March 2008 has seen Clinks gain the extra capacity needed for us to consolidate and expand our existing role of supporting the voluntary and community sector (VCS) working with offenders. In the closing weeks of the year we have heard the good news that we have been awarded an Infrastructure Grant from the National Management Service. This will help us to create the step change we wish to see in our own work and the work of our sector. With existing and emerging partnerships we have increased our networks, our policy influencing, and campaigning activities. At the heart of all this we have promoted the voice of the voluntary and community sector as well as the offenders and ex-offenders they support.

We continue to pursue our core aims and have seen achievements in the following areas:

- Promoting the work of the VCS, in particular small organisations.
- Developing effective partnerships at national, regional and local levels.
- Promoting Service User engagement in policy and operational decisions.
- Tackling racism and discrimination.

In all our work we will continue to work to our core principles of:

- Collaboration and mutuality.
- Influence and voice.
- Inclusivity and diversity.
- Capacity building.

FINANCIAL REVIEW

Clinks has continued to consolidate the level of project work following expansion in previous years and has endeavoured to ensure that unrestricted income generated is sufficient to secure the foreseeable future of Clinks for the benefit of members and service users.

We continue to be particularly grateful for the support of charitable foundations which both underpins much of this project work and contributes to our core costs.

Free reserves of £93,940 were held at 31st March 2008. Free reserves exclude funds which are restricted, designated for specific purposes or which can only be realised by disposing of fixed assets held for charity use. The Trustees are aiming to build reserves equivalent to four to six months of total expenditure in order to allow for efficient management of the charity and to enable it to provide uninterrupted services after taking into account the timing of grant income. The Trustees will continue to work to achieve this aim.

PLANS FOR FUTURE PERIODS

The following are aspects of Clinks plans for this year which focus on some of the key groups that Clinks are seeking to support.

Service User Engagement

In June Clinks intends to launch a report on Service User Engagement called *Unlocking Potential* which will look at how offenders, former offenders and their families can contribute to a more effective Criminal Justice System. The report will recommend opportunities for Service User Engagement within NOMS, Prison and Probation Services at both policy and practice levels.

Clinks

REPORT OF THE MANAGEMENT COMMITTEE FOR THE YEAR ENDED 31 MARCH 2008

PLANS FOR FUTURE PERIODS continued

Black and Minority Organisations

Clinks will continue to develop a coalition of Black and Minority Ethnic (BME) organisations to raise awareness of issues faced by the BME Voluntary and Community Sector (VCS) and their client group.

In June the coalition will launch a Race for Justice Campaign to focus on the over-representation of black and minority ethnic (BME) groups in prisons and the criminal justice system (CJS) and look at ways of addressing this disproportionality. Clinks intends to support the coalition in producing a report and recommendations, which it will launch in November to help create a more equitable CJS.

Faith based organisations

At the start of 2006 Clinks in partnership with NOMS and Chaplaincy HQ, hosted the 'Believing we Can' flagship faith conference and in November we plan to hold a follow up event. The conference will bring together the faith-based voluntary and community sector working with offenders to gain a further insight into the issues faced by this sector.

Young adult offenders

In June 2008, Clinks in partnership with The Prince's Trust, St Giles Trust and Rainer Crime Concern will launch the 'Making the Case' Report which aims to identify more systematic ways of finding mentors and linking them with those in most need.

Clinks are also in discussion with the Barrow Cadbury Trust about developing a 'transitions' alliance to support VCS organisations that work across the Youth Justice Board and NOMS age boundaries.

Small community based organisations

Clinks are strongly supportive of small community based organisations and it is also one of the reasons that we have focused on them as a strategic priority. Also, the BME and Faith Sectors are made up mostly of small and community based organisations.

We will continue to support new community organisations on a one-to-one basis providing them with advice in a number of key areas such as governance, structure and funding as well as supporting the facilitation of meetings with key stakeholders.

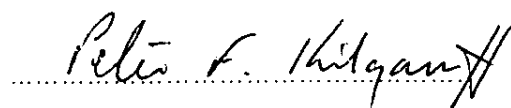
Clinks are providing GRANTnet - Grantfinder's online portal – which will enable Clinks members to access to the huge Grantfinder database featuring over 4,000 grants, loans and awards. The service is provided free of charge to all Clinks members, and we are vigorously promoting and monitoring the take up of GRANTnet.

Clinks are currently developing an accurate database of organisations providing services to offenders that will provide up-to-date and relevant information to support effective communication. The directory is being developed and re-designed, ready for a launch in Autumn 08.

Infrastructure Fund

Clinks have been successful in securing funding from the NOMS infrastructure fund from April 2008. This will enable us to help create a sustainable, diverse and effective third sector.

Approved by the Board of Trustees on 10 December 2008 and signed on their behalf by:



BY ORDER OF THE BOARD

P Kilgarriff
Trustee

25 Micklegate
York
YO1 6JH

Clinks

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the annual report and accounts in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Charity law requires the trustees to prepare annual accounts for each financial year which give a true and fair view of the state of affairs of the charity and of its incoming resources and resources expended of the charity for that year. In preparing the accounts the trustees are required to:-

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standard have been followed, subject to any material departures disclosed and explained in the annual report and accounts; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the accounts comply with the Charities Act 1993. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Clinks

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES

We have audited the financial statements of Clinks for the year ended 31 March 2008 which comprise the Statement of Financial Activities, the Balance Sheet and related notes. The financial statements have been prepared in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2005) and on the basis of the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITORS

As described in the Statement of Trustees' Responsibilities the trustees are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Auditing Standards (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Trustees' Annual Report is not consistent with the financial statements, if the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and transactions with the charity is not disclosed.

We read other information contained in the Trustees' Annual Report, and consider whether they are consistent with the audited accounts. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the accounts. Our responsibilities do not extend to any other information.

BASIS OF AUDIT OPINION

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

OPINION

In our opinion:-

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities, of the state of the charity's affairs as at 31 March 2008 and of its incoming resources and application of resources, including its income and expenditure for the year then ended and have been properly prepared in accordance with the Companies Act 1985.
- the information given in the Trustees' Report is consistent with the financial statements.

Foss Place
Foss Islands Road
York
YO31 7UJ

JWPCreers
Chartered Accountants
and
Registered Auditors



10 December 2008

Clinks

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2008**

	Notes	Unrestricted Funds £	Restricted Funds £	2008 Total £	2007 Total £
INCOMING RESOURCES					
Incoming resources from generated funds	2				
Voluntary income		75,250	311,103	386,353	452,176
Activities for generating funds		4,918	-	4,918	3,160
Investment income		16,337	-	16,337	15,751
Incoming resources from charitable Activities	3	30,868	53,190	84,058	43,941
Total incoming resources		<u>127,373</u>	<u>364,293</u>	<u>491,666</u>	<u>515,028</u>
RESOURCES EXPENDED					
Charitable activities	4	113,823	486,094	599,917	522,712
Governance costs	5	4,735	-	4,735	5,316
Total resources expended		<u>118,558</u>	<u>486,094</u>	<u>604,652</u>	<u>528,028</u>
Net income / (expenditure) for the year		8,815	(121,801)	(112,986)	(13,000)
Transfer between funds		<u>(6,880)</u>	<u>6,880</u>	<u>-</u>	<u>-</u>
Net movement in funds		1,935	(114,921)	(112,986)	(13,000)
Total funds brought forward		<u>93,221</u>	<u>332,007</u>	<u>425,228</u>	<u>438,228</u>
Total funds carried forward		<u><u>95,156</u></u>	<u><u>217,086</u></u>	<u><u>312,242</u></u>	<u><u>425,228</u></u>

There are no recognised gains or losses other than those stated above.

The notes on pages 9 to 15 form part of these accounts.


Clinks

BALANCE SHEET AS AT 31 MARCH 2008

	Notes	31 March 2008		2007
		£	£	£
FIXED ASSETS	7		7,170	7,836
CURRENT ASSETS				
Debtors	8	49,995		61,227
Cash at bank and in hand		276,343		372,264
		<u> </u>		<u> </u>
		326,338		433,491
		<u> </u>		<u> </u>
CREDITORS: Amounts falling due within one year				
Other creditors		18,399		13,979
Accruals		2,867		2,120
		<u> </u>		<u> </u>
		21,266		16,099
		<u> </u>		<u> </u>
			305,072	417,392
			<u> </u>	<u> </u>
TOTAL ASSETS LESS CURRENT LIABILITIES			312,242	425,228
			<u> </u>	<u> </u>
INCOME FUNDS				
Unrestricted funds			95,156	93,221
Restricted funds	9		217,086	332,007
			<u> </u>	<u> </u>
	10		312,242	425,228
			<u> </u>	<u> </u>

These financial statements have been prepared in accordance with the special provisions for small companies under Part VII of the Companies Act 1985 and with the Financial Reporting Standard for Smaller Entities (effective January 2005).

These financial statements were approved by the trustees on 10 December 2008 and are signed on their behalf by:


P Kilgariff
Trustee

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2008

1. ACCOUNTING POLICIES

Basis of Accounting

The accounts have been prepared under the historical cost convention and in accordance with The Financial Reporting Standard for Smaller Entities (effective January 2005) and with the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005) issued in March 2005 and the Companies Act 1985.

Incoming resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy except that membership fees are included when received.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Governance costs are those incurred in connection with the administration of the charity and compliance with constitutional and statutory requirements.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include central functions that have been allocated to activity cost categories on a basis consistent with the use of resources.

Tangible fixed assets and depreciation

Tangible fixed assets costing more than £150 are capitalised at cost. Depreciation of tangible fixed assets is provided at the following annual rates in order to write off each asset over its estimated useful life:

Office equipment - 25% straight line

Fund accounting

Unrestricted funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

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

Pension costs

The charity makes contributions to a defined contribution scheme and to employees personal pension plans based on a fixed percentage of salary. Contributions are charged as expenditure in the year in which they are incurred.

Clinks

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2008

2. INCOMING RESOURCES FROM GENERATED FUNDS

	Unrestricted Fund £	Restricted Fund £	2008 Total funds £	2007 Total funds £
Voluntary income				
Grants				
LankellyChase Foundation	-	32,500	32,500	30,000
HM Prison Service	-	-	-	5,333
Tudor Trust	35,000	32,500	67,500	10,000
National Offender Management Service	-	69,720	69,720	65,000
Chaplaincy development	-	-	-	8,750
Monument Trust	-	-	-	41,750
City Parochial Foundation	-	30,000	30,000	22,500
Bridge House Trust	-	25,000	25,000	50,000
Lloyds TSB	-	25,000	25,000	-
Wates Foundation	-	13,333	13,333	13,333
Baring Foundation	-	49,800	49,800	49,800
SW project	-	-	-	62,500
NW research project	-	-	-	9,250
East of England project	-	-	-	59,200
Sundry grants	250	8,250	8,500	4,760
Youth Justice Board	-	25,000	25,000	20,000
Esmee Fairbairn Foundation	30,000	-	30,000	-
Mercers	10,000	-	10,000	-
	<u>75,250</u>	<u>311,103</u>	<u>386,353</u>	<u>452,176</u>
Activities for generating funds				
Membership fees	<u>4,918</u>	<u>-</u>	<u>4,918</u>	<u>3,160</u>
Investment Income				
Interest receivable	<u>16,337</u>	<u>-</u>	<u>16,337</u>	<u>15,751</u>

3. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted Fund £	Restricted Fund £	2008 Total funds £	2007 Total funds £
Conference fees	-	17,230	17,230	23,307
Training packs	27	1,310	1,337	465
Other income	1,320	30,090	31,410	15,955
Consultancy and salary reimbursed	26,550	-	26,550	-
Expenses reimbursed	<u>2,971</u>	<u>4,560</u>	<u>7,531</u>	<u>4,214</u>
	<u>30,868</u>	<u>53,190</u>	<u>84,058</u>	<u>43,941</u>

Clinks

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2008

4. CHARITABLE ACTIVITIES

	Direct cost of activities £	Supports costs £	2008 Total funds £	2007 Total funds £
Expenditure				
Service User Task Force	25,470	2,400	27,870	1,945
East of England project	39,120	1,200	40,320	26,415
Strategic Partnership project	68,680	10,800	79,480	67,914
Crisp project	-	-	-	143,927
Community Chaplaincy project	54,666	18,000	72,666	59,058
London project	139,638	38,400	178,038	66,947
SW project	65,700	10,800	76,500	55,608
NW research project	-	-	-	11,359
Short term project	11,220	-	11,220	17,902
Core activities	113,823	-	113,823	71,637
	<u>518,317</u>	<u>81,600</u>	<u>599,917</u>	<u>522,712</u>

The support costs are allocated on a basis consistent with the use of resources.

	2008 Total funds £	2007 Total funds £
Salaries	371,947	295,889
Travel and subsistence for staff	62,128	50,991
Recruitment costs	357	640
Fees for freelance workers	24,696	26,085
Consultancy and advice	-	13,438
Rent	16,729	10,113
Insurance	1,427	639
Repairs and renewals	413	156
Stationery, printing and photocopy	7,560	7,162
Telephone and internet charges	10,318	8,670
Postage	2,680	2,095
Computer software and maintenance	15,422	21,535
Sundry expenses	6,839	6,457
Subscriptions	1,102	1,524
Newsletter and publications	2,097	3,475
Training for staff and volunteers	8,832	6,923
Training for beneficiaries	17,337	30,403
Equipment	-	360
Depreciation	4,743	3,709
Conference costs	25,040	21,496
Database development	18,105	8,116
Professional fees	1,375	1,861
Rates, light and heat	618	975
Bank charges and interest	152	-
	<u>599,917</u>	<u>522,712</u>

Clinks

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2008

5. GOVERNANCE COSTS

	Unrestricted Fund £	Restricted Fund £	2008 Total funds £	2007 Total funds £
Audit and accountancy fees	3,462	-	3,462	3,022
Management committee meeting expenses	1,273	-	1,273	1,904
Bookkeeping services	-	-	-	390
	<u>4,735</u>	<u>-</u>	<u>4,735</u>	<u>5,316</u>

6. MOVEMENT IN TOTAL FUNDS FOR THE YEAR

	2008 £	2007 £
This is stated after charging:		
Depreciation	4,743	3,709
Auditor's remuneration - as auditors	2,968	2,267
- other services	494	755
	<u>8,205</u>	<u>6,731</u>

7. TANGIBLE FIXED ASSETS

	Office equipment £	Total £
COST		
At 1 April 2007	23,795	23,795
Additions	4,077	4,077
	<u>27,872</u>	<u>27,872</u>
At 31 March 2008		
	<u>27,872</u>	<u>27,872</u>
DEPRECIATION		
At 1 April 2007	15,959	15,959
Depreciation charge for the year	4,743	4,743
	<u>20,702</u>	<u>20,702</u>
At 31 March 2008		
	<u>20,702</u>	<u>20,702</u>
NET BOOK VALUE		
At 31 March 2008	7,170	7,170
	<u>7,170</u>	<u>7,170</u>
At 31 March 2007	7,836	7,836
	<u>7,836</u>	<u>7,836</u>

8. DEBTORS

	2008 £	2007 £
Trade debtors	46,934	61,227
Prepayments	3,061	-
	<u>49,995</u>	<u>61,227</u>

Clinks

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2008

9. RESTRICTED FUNDS

Movement in Funds	Balance 1.4.2007 £	Movement in Resources		Transfers £	Balance 31.3.2008 £
		Incoming £	Outgoing £		
Service User Task Force	18,055	25,000	27,870	-	15,185
East of England project	32,785	1,730	40,320	5,805	-
Strategic Partnership project	-	90,560	79,480	-	11,080
Community Chaplaincy project	104,192	1,060	72,666	-	32,586
Partnership work in London	135,436	149,723	178,038	-	107,121
Building Capacity in the South West	29,507	82,120	76,500	-	35,127
Small restricted funds	12,032	14,100	11,220	1,075	15,987
	<u>332,007</u>	<u>364,293</u>	<u>486,094</u>	<u>6,880</u>	<u>217,086</u>

Service User Task Force

A project that provides a forum for offenders and ex-offenders enabling them to have a voice and comment on the policies and services that affect them. A final report, presented to decision and policy makers, will capture the outcomes of these forums.

East of England

The East of England project has been funded to develop information and communication networks in the region that will support dialogue between the Voluntary and Community Sector (VCS) and the Regional Offender Manager (ROM). This project has now closed.

Strategic Partnership Project

Funded by National Offender Management Service to develop and support an effective communication mechanism between the voluntary and community sector and the National Offender Management Service as it develops.

Community Chaplaincy project

In partnership with Prison Chaplaincy HQ and NOMS, this project is developing community chaplaincy work, both in local communities and in prisons. Building the capacity of existing projects and developing new and innovative schemes, our Chaplaincy Project is creating national networks and building on existing skills to increase the prospects of a prosperous future for community chaplaincies.

Partnership work in London

Within the project are two separate funding streams.

London VCS Development Project

Working with the London VCS to extend their delivery of services, explore constructive cross-sector partnership working, identify commissioning and tender opportunities and influence policy.

BME Project

This project aims to support the VCS delivering services to ethnic minority (BME) offenders and their families. The focus of this programme to date has been on training, briefings and seminars to engage the BME VCS more effectively with NOMS and other commissioning agencies and to develop an integrated programme of collaboration and support for VCS organisations working with ethnic minority offenders within London. Clinks is currently reviewing the next phase of the programme in order to ensure that it is relevant and timely.

Clinks

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2008

9. RESTRICTED FUNDS continued

Small and Innovative Projects

A fund to support small and innovative projects delivering services to offenders and/or their families. Clinks will facilitate new partnerships and collaborative working relationships, advocate to policy makers and commissioners, circulate information, interpret policy documents, and other support services.

Building Capacity in the South West

This initiative is funded by the joint Tudor Trust and Lankelly Chase Foundation initiative in the South West. Specifically this funds a Clinks post in the South West Region to support the voluntary and community sector agencies working with offenders during the time of change triggered by the creation of the National Offender Management Service.

Small restricted funds

These are for one-off short projects under £20,000 that Clinks has been paid to do by various agencies.

10. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Fund £	Restricted Fund £	2008 Total funds £	2007 Total funds £
Tangible fixed assets	1,216	5,954	7,170	7,836
Current assets	102,877	223,461	326,338	433,491
Current liabilities	(8,937)	(12,329)	(21,266)	(16,099)
	<u>95,156</u>	<u>217,086</u>	<u>312,242</u>	<u>425,228</u>

11. STAFF COSTS AND TRUSTEES

Staff costs were as follows:-

	2008 £	2007 £
Salaries	328,072	260,880
Social Security costs	29,181	11,943
Pensions	14,694	23,066
	<u>371,947</u>	<u>295,889</u>

No employee received emoluments in excess of £60,000.

Average number of employees during the year (full time equivalents)	<u>9.5</u>	<u>7.6</u>
---	------------	------------

No trustee received any remuneration during this or the previous year. £373 was reimbursed for directly incurred travel and subsistence expenses to 3 trustees (2007 £987 to 7 trustees).

Clinks

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2008

12. RELATED PARTY TRANSACTIONS

Clive Martin is a trustee of the Lankelly Chase Foundation. The Foundation is a current supporter of Clinks (2008 : £33,753; 2007 : £30,000) but Mr Martin has not been involved in decisions regarding grants paid by the Foundation to Clinks. Peter Kilgarrieff, Chief Executive of the Lankelly Chase Foundation is a trustee of Clinks. Clinks rents its offices in London from the Revolving Doors Agency. Julian Corner, a trustee of Clinks was chief executive of the Revolving Doors Agency throughout the financial year ended 31 March 2008 but has since resigned.

13. OPERATING LEASE COMMITMENT

The company has operating lease commitments to pay during the next year as follows:-

	2008 £	2007 £
Land and buildings - lease expiring within 2 - 5 years	21,000	14,480