



**THE INTERLINK FOUNDATION
(COMPANY LIMITED BY GUARANTEE)**

**REPORT & CONSOLIDATED
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2018**

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2018

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THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

Registered Charity Name	The Interlink Foundation
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Charity Registration Number	1079311
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Company Registration Number	3852756
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Country of Registration	England & Wales
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Country of Incorporation	UK
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Registered Office and operational address	Fourth Floor Offices 97 Stamford Hill London N16 5DN
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Trustees

Who are also directors under company law, who served during the year and up to the date of this report were as follows:	Chair	Mr J M Grosskopf
	Treasurer	Rabbi J Baumgarten
		Mr M Posen
		Mr A Schechter
		Mrs S Schmerler
		Mr J Herzka
		Mr NM Halpern

Key Management Personnel

Chief Executive	Mrs Chaya Spitz OBE
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London Office

97 Stamford Hill
London N16 5DN
Tel: 020 88022469
admin@interlink-foundation.org.uk

Manchester Office

400- 404 Bury New Road
Salford
Manchester M7 4EY
Tel: 0161 740 1877
office@interlinknw.org.uk

Auditors

D Goldberg, FCA DChA
Cohen Arnold
New Burlington House
1075 Finchley Road
London NW11 0PU

Consultants

Sayer Vincent
8 Angel Gate
City Rod
London EC1V 2SJ

Solicitors

Womble Bond Dickson LLP
4 More London
Riverside
London SE1 2AU

Irwin Mitchell
Riverside East
2 Millsands
Sheffield S3 8DT

Bankers

Barclays Commercial Bank
PO Box 9359
Leicester LE87 2AE

TRUSTEES' REPORT

The trustees have pleasure in presenting their Report and Financial Statements of the Charity for the year ended 31 March 2018.

STRUCTURE, GOVERNANCE AND OBJECTS

History

The Interlink Foundation was initially founded as a charitable trust in 1993 to provide capacity building support to Orthodox Jewish community organisations. As services were developed and the charity was called upon to provide a voice for and leadership to the charities it served, trustees resolved to change to a membership structure. In 2000 a new charitable company The Interlink Foundation was established.

Our legal structure

Interlink is a registered charity and a company limited by guarantee. We are a membership organisation, with full membership open to Orthodox Jewish organisations that meet the criteria, and associate membership open to any organisation or individual that supports our goals and activities. Full members have the right to vote at general meetings and to nominate members for election to the board of trustees.

Role of our board

Our board of trustees (the board) has collective responsibility for everything we do, including legal responsibility to ensure that Interlink is properly controlled and managed. In carrying out their collective responsibility, our trustees:

- Pursue our charitable objectives and use their powers in accordance with Interlink Foundation's Memorandum and Articles of Association, other legal requirements and the principles of good governance
- Act in the best interest of the organisations and its charitable objectives
- Ensure that there are suitable financial controls and management, and that we are and will remain solvent
- Agree Interlink's strategic plans and budgets, and monitor and evaluate our progress against planned objectives and financial targets.

The board meets regularly so that it can fulfil its role effectively.

The board delegates responsibility for operational management to the chief executive who leads the Interlink employees ('the team'). Most of the organisation's plans, policies and processes are developed by the chief executive along with relevant team members, with the board's advice and approval.

Branches

Interlink's member organisations are concentrated in four geographical clusters in England, mirroring the location of Britain's strictly Orthodox Jewish communities. These localities are North London (Stamford Hill/South Tottenham), Barnet (Golders Green, Hendon, Edgware), Manchester (Salford, Bury) and Gateshead. Interlink's activities are organised to serve the interests of these different communities. The main offices are on Stamford Hill, and there are two additional branches; 'Interlink, North West of England' and 'Interlink, North West London'. These branches carry out the work of the Interlink Foundation in the North West of England and North West London respectively.

Each of the branches has its own constitution, bank account, and management committee comprised of members of the Interlink Foundation based in the relevant areas. Branch activities fall under the broader governance remit of the board of trustees of Interlink, and staff responsible for the branch activities are line-managed by the chief executive.

Our subsidiary community interest company

Interlink has a wholly owned subsidiary, Interlink Community Services – 'the CIC' - registered company number 7549428. The remit of the CIC is to secure and manage consortium based contracts for services, delivered by our members. The CIC employs its own staff, and has contractual agreements with Interlink Foundation for any facilities or services it uses. The CIC's annual accounts are consolidated into Interlink's annual accounts.

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COMPOSITION OF THE BOARD

Trustees are elected by Interlink's membership, with elections held each year by postal ballot prior to the Annual General Meeting. One third of the trustees retire and elections are held for the vacant places on the Board. Induction and training are provided for new trustees. None of the trustees is paid for services provided to the Charity. Trustees may be paid for expenses relating their governance role at Interlink. Expenses paid in any year to any individual trustee have not exceeded £250.

The composition of the Board during 2017/18 was as follows:

Trustee	Nominating organisation
J M Grosskopf (Chair)	Ezra Umarpeh
Rabbi J Baumgarten (Treasurer)	AOJSO
A Schechter	Beis Chinuch Lebonos Girls' School
M Posen	Agudas Israel Community Services
N M Halpern	Interlink North West of England
S Schmerler	Misgav
J Herzka	Chesed Transport Project

REVIEW OF ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE

The mission of The Interlink Foundation is to strengthen the Orthodox Jewish community by:

- Upskilling and supporting community organisations
- Bringing the voice of community organisations to policy and decision makers
- Supporting the development of new services to meet community needs

OUR PERFORMANCE AGAINST TARGETS FOR THE YEAR WAS AS FOLLOWS:

Output targets 2017/18	How we performed 2017/18
Engage with 150 organisations.	We had 220 active members and engaged with 310 organisations.
Provide development support to 80 organisations and training to 80 organisations.	We provided development support to 160 community organisations and training to 1064 individuals from 285 organisations. Our work with Barnet organisations has particularly increased because of investment in services to this area. A breakdown of the type of support is shown in the chart on page 9.
Facilitate 10 strategy groups to enable good communication and co-production between Orthodox Jewish voluntary sector and public sector.	We ran 7 strategy groups which met 24 times, involving public sector leaders in Hackney, Haringey and Barnet and covering children's services, adult services, education, housing and health. The lower number than target is because of the termination of this activity in Salford, where the local authority has looked at other ways of engaging the community.
Provide 8 sessions of cultural training or community tours.	We ran 22 cultural training sessions, including formal seminars, community tours and walkabouts.

THE INTERLINK FOUNDATION COMPANY LIMITED BY GUARANTEE

Provide leadership to 4 consortia tenders or projects.	We led 5 successful consortia through Interlink Community Services C.I.C and supported our members to work with other consortium initiatives.
Provide 8 sessions of cultural training or community tours.	We ran 22 events, including formal seminars, community tours and walkabouts.
Provide leadership to 4 consortia tenders or projects.	We led 4 consortia through Interlink Community Services C.I.C, and additionally succeeded in winning a new grant with national coverage. 25 organisations benefitted from funding and capacity building through C.I.C. activity.
Work across communities and faiths to achieve common objectives and foster good relations.	<p>We worked closely with other civil society organisations in the infrastructure and faith sectors, to achieve common objectives. This included:</p> <ul style="list-style-type: none"> • National collaboration with the Child Poverty Action Group and Church of England in respect of the two-child cap in tax credits and Universal Credit. • Partnership with infrastructure organisations to build capabilities and standards among members. Examples of our partners are regional organisation London Youth and local organisations Hackney Council for Voluntary Services, Hackney Health and social Care Forum, and Salford Council for Voluntary Services. • Sharing experiences and learning with other faith organisations, particularly those with concerned with faith education.
Work with local/central government on 4 issues of importance to the Orthodox Jewish community.	<p>We worked on policy issues way in excess of 4 issues. Prominent areas of work included:</p> <ul style="list-style-type: none"> • Extensive engagement with Department for Education on the impact of policy on Orthodox Jewish schools. This culminated in the establishment of Chinuch UK – a national advocacy umbrella for Orthodox Jewish schools - (which continues to be hosted by Interlink) and improved working between the department and the schools represented by Interlink. • Coordination of the response of Orthodox Jewish schools to the government's call to evidence on new RSE regulations. • Engagement with local and national government on policy relating to teaching about creation in early years settings. • Engagement with Department for Communities (MHCLG) on integration policy. • Work with London Borough of Hackney and NHS CCG on the accessibility of SEND services and children's therapies to Orthodox Jewish children. • Work with London Boroughs of Hackney and Haringey on improved educational provision for

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young men with SEND.

- We led the community's engagement with London Borough over the development of an Area Action Plan for Stamford Hill.
- Partnership with local authorities on developing safeguarding work in schools.
- Extensive local work in London Boroughs of Hackney and Haringey on improving accessibility and uptake of immunisations and other child and parent health services.
- Work with Department for Communities and Hackney Council to promote Health and Safety and safeguarding in non-school settings.
- Interfaith work on the 2 child limit to child tax credits and child allowances in Universal Credit, and community coordination work to respond to wider changes associated with Universal Credit.

Outcome targets 2017/2018

How we performed 2017-18

Generate at least £1 million for community organisations and services

We directly helped community organisations generate over £2,162,446 for their work.

50 community organisations raise their professional standards.

We helped raise professional standards in 90 organisations, including awareness and implementation of GDPR requirements, knowledge of employment law, support with introducing accredited quality standards, improved governance, financial management and safeguarding practice.

Social incubation leads to development of critical new services for the community.

- We played a critical role in establishing Chinuch UK, the national voice for some 70 Orthodox Jewish schools. We continue to host this project.
- Our LinkEd project to improve Orthodox Jewish schools has continued to develop consultancy support and training opportunities, and has directly contributed to improved Ofsted ratings for schools.
- We supported the development of new educational provision for boys aged 13+ with SEND, through work with a school and a SEND provider.
- We supported the development of the Mothers Support Programme in Hackney, which saw community groups working alongside NHS providers to increase uptake of health services and immunisations.

Generate £220,000 for members through participation in consortium tenders.

Interlink Community Services C.I.C. generated £163,489 for 25 community organisations and secured a new grant worth in excess of £220,000. As a result, new services were developed and existing services scaled up. Interlink C.I.C. has continued to contribute to substantial up-skilling of community organisations, including 8 groups that have implemented the London Youth Quality mark at Bronze, Silver and Gold levels

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Policy and campaigns work leads to improved access to services and resources and more equitable policy.

and 9 organisations who are providing a range of accredited activities and learning for young people and adults.

Over the year we engaged with public sector organisations across a wide range of policy and service areas.

New outcomes from policy work during the year for our member organisations and for the community included:

- Resolution of concerns of early years settings in LB Hackney, in relation to the limitation of their freedom to teach about creation, and change to national statutory guidance for early years settings.
- Improved understanding and relationships with department for education and at department for communities (MHCLG).
- New partnership provision for boys aged 13+ with SEND in the Stamford Hill area.
- Targeted work to support Orthodox Jewish new mothers in Hackney and improve uptake of immunisations and child development checks.
- New safeguarding work is being rolled out in Orthodox Jewish schools and yeshivas nationally.
- A voice for Orthodox Jewish organisations and community on important partnership boards in Hackney.

95% of users are satisfied with Interlink's services.

97% of users rated Interlink's services as very good or excellent.

OUR AIMS AND TARGETS FOR 2018-19

Output targets

Engage with 150 community organisations.

Provide development support to 100 organisations and training to 150 organisations.

Provide leadership to 5 consortia tenders or projects.

Work with local/central government on 10 issues of importance to the Orthodox Jewish community, including education, integration, welfare and SEND.

Facilitate 7 strategy groups to enable good communication and co-production between Orthodox Jewish voluntary sector and public sector.

Provide 20 cultural training events or community tours.

Work across communities and faiths to achieve common objectives and foster good relations.

Outcome targets

Generate at least £1 million for community organisations and services.

50 community organisations raise their professional standards and/or develop new services.

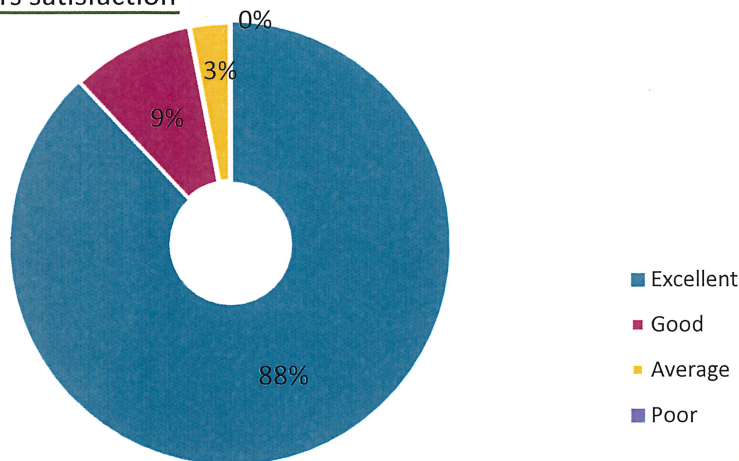
Generate £220,000 for members through participation in consortium tenders.

Policy and campaigns work leads to improved access to services and resources and more equitable policy. This will include positive change in national education policy as a result of our intervention and greater equity at local level in access to SEND services.

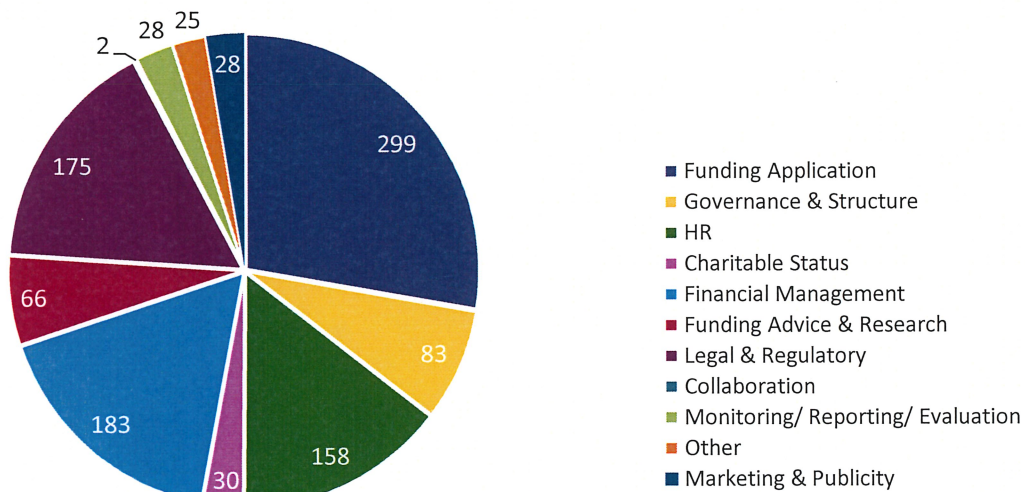
95% of users are satisfied with Interlink's services.

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Users satisfaction



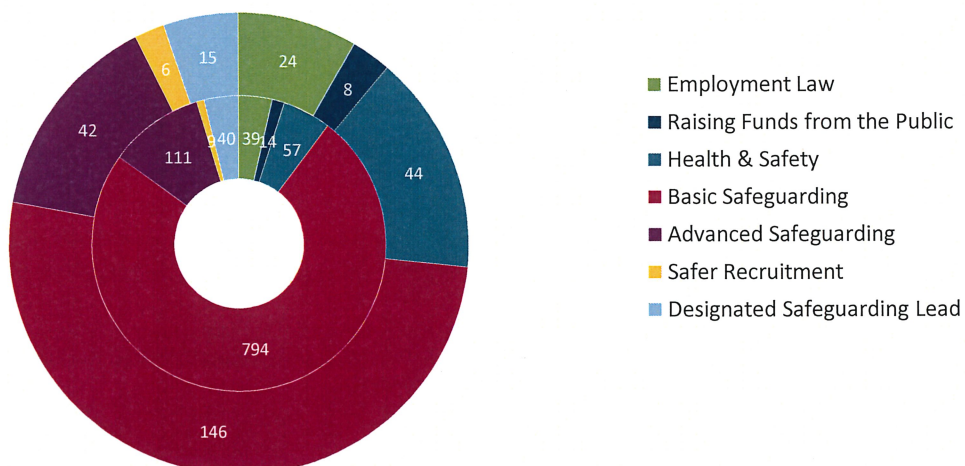
Consultancy services provided, by session



Trainings outputs:

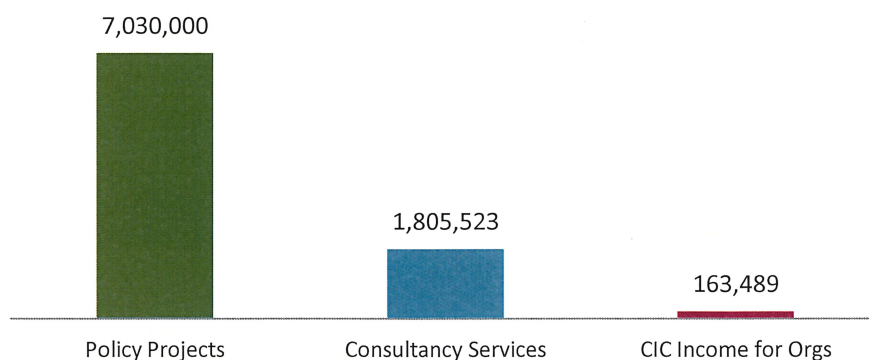
Inner circle: Individuals trained

Outer circle: Organisations trained



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Funds generated 2017-18



FINANCIAL REVIEW

Despite the substantial activity reported above, and significant exceeding of targets, this was a difficult year financially for the Foundation, and for the first time in a decade, the year ended with a deficit. This was funded from the Foundation's reserves.

This is the second consecutive year in which income has fallen significantly, from £859,701 in 2015-16 to £636,911 in 2017-18.

Although core operations in London were affected by the natural end of some sources of grant funding, this was not the main cause of the drop in income. The more significant factors were the ending one of the contracts held by the subsidiary Community Interest Company along with a reduction in the grant funding available from the Big Lottery Fund to the operations in Salford.

The Foundation's trustees and staff have put in place plans to improve the financial position, and are aiming to reverse the operating deficit in 2018-19. They are expecting to generate a significant increase in earned income from training and consultancy services, and to secure new grant funding. It is expected that income to Interlink Community Services C.I.C. will also revert to previous levels.

A full review of operations in Salford is taking place, to ensure that these continue on a viable footing.

A prior year adjustment has been made to the accounts going back to 2016-17 to properly account for monies deposited in a sinking fund held by Interlink and relating to the community building for which Interlink holds the lease in Salford (the 'old Broughton Library'). The portion of these monies deposited by sub-tenants has now been reclassified as creditors. As a result of this adjustment, the brought forward unrestricted funds as at 1 April 2017 were reduced by £24,627.

RESERVES POLICY

The trustees aim to hold free realisable reserves of at least 3 months, but no more than 12 months, running costs, in order to protect services when there are uncertainties as to whether funding will continue and to ensure adequate cashflow for the organisation's needs. As at 31 March 2018, the organisation's reserves available for ongoing core activities (excluding C.I.C. activities and special projects) were £222,231, equal to 5.4 months running costs. The trustees are satisfied that this is a reasonable level of reserves and consistent with the reserves policy, but do not wish to see this further eroded. The trustees are also aiming to improve the debtor management to ensure that the charity does not experience cash flow difficulties.

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RISK MANAGEMENT

The charity produces a risk register that sets out the operational and strategic risks to which the charity is exposed, and how these risks are managed and controlled. There is a process for internal audit which provides checks that controls are working effectively and that risk is managed in a proportionate way. Internal audit arrives at ratings for each area of risk management and identifies actions for improvement where appropriate.

PUBLIC BENEFIT

In planning activities for the year, the trustees took due heed of the Charity Commission's guidance on the requirement to provide public benefit, as well as the requirements of the Equalities Act 2010. Trustees and staff undergo periodic training in both these areas.

The trustees are confident that the focus on the Orthodox Jewish community complies with all relevant legislation and guidance. Additionally, much of the organisation's work is for the wider benefit, for example the inter-faith work and cross-community voluntary sector partnership work. Some of the charity's work is considered exemplary, and influences services to the wider public and other communities.

RESPONSIBILITIES OF THE TRUSTEES

The trustees (who are also the directors for the purposes of company law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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. The trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

AUDITOR

Cohen Arnold are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Each of the persons who is a trustee at the date of approval of this report confirms that:

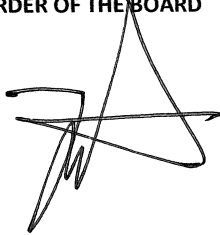
- so far as each trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- each trustee has taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

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SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

BY ORDER OF THE BOARD

A handwritten signature in black ink, appearing to be 'J Baumgarten', written over the text 'BY ORDER OF THE BOARD'.

J Baumgarten

Governor

21 December 2018

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF INTERLINK FOUNDATION

FOR THE YEAR ENDED 31 MARCH 2018

OPINION

We have audited the financial statements of Interlink Foundation for the year ended 31 March 2018 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Company Balance Sheets and related notes, 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 (United Kingdom Generally Accepted Accounting Practice), including FRS102 "The Financial reporting Standard applicable in the UK and Republic of Ireland.

In our opinion, the consolidated 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 March 2018 and of its incoming resources and application of resources, included 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 group 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the consolidated financial statements is not appropriate; or
- the trustees' have not disclosed in the consolidated financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the consolidated financial statements are authorised for issue.

OTHER INFORMATION

The other information comprises the information included in the trustees' annual report, other than the consolidated financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the consolidated 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.

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In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated 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 consolidated financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's consolidated 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.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the trustees' annual report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

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AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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

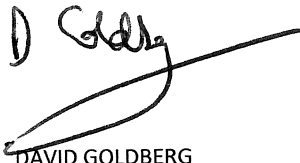
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of 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 purpose of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent 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 consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the parent company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the consolidated financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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.

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USE OF OUR REPORT

This report is made solely to the group's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's trustees those matters 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 anyone other than the group and the group's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



DAVID GOLDBERG

(Senior Statutory Auditor)

For and on behalf of

COHEN ARNOLD

Chartered Accountants & Statutory Auditor

New Burlington House

1075 Finchley Road

LONDON NW11 0PU

21 December 2018

Cohen Arnold is eligible to act as an Auditor in terms of Section 1212 of the Companies Act 2006.

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CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2018

(incorporating an income and expenditure account)

	Unrestricted Funds	Restricted Funds	Total Funds 2018	Unrestricted Funds	Restricted Funds	Total Funds 2017
Notes	£	£	£	£	£	£
INCOME FROM						
Donations & Legacies	84,068		84,068	95,119	-	95,119
Charitable Activities						
Support to organisations	139,619	83,891	223,510	133,172	126,343	259,515
Policy and public sector partnership	9,250	117,598	126,848	7,010	162,082	169,092
School Support Project	11,915	25,000	36,915	13,363	35,000	48,363
Grants programme		1,800	1,800		5,633	5,633
Interlink Community Services C.I.C.	12,571	150,918	163,489	132,802	83,324	216,126
Investments	281		281	319		319
Total income	257,704	379,207	636,911	381,785	412,382	794,167
EXPENDITURE ON						
Raising Funds	9,813		9,813	6,422		6,422
Charitable activities						
Support to organisations	215,933	83,891	299,824	164,544	126,343	290,887
Policy and public sector partnership	28,616	121,332	149,948	44,205	158,348	202,553
School Support Project	30,573	25,000	55,573	18,584	35,000	53,584
Grants programme	200	1,800	2,000	-	5,633	5,633
Interlink Community Services C.I.C.	402	150,918	151,320	122,461	83,324	205,785
Total expenditure	285,537	382,941	668,478	356,216	408,648	764,864
Net income before transfer	(27,833)	(3,734)	(31,567)	25,569	3,734	29,303
Transfer between funds						
Net income for year	(27,833)	(3,734)	(31,567)	25,569	3,734	29,303
Reconciliation of funds						
Total funds brought forward	360,142	3,734	363,876	334,573		334,573
Total funds carried forward	332,309	-	332,309	360,142	3,734	363,876

All the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

Movement in funds are disclosed in Note 14 to the financial statements.

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

CONSOLIDATED BALANCE SHEET

AS AT 31 March 2018

	2018	2018	2017	2017
Notes	£	£	£	£
FIXED ASSETS				
Tangible assets		92,444		103,951
CURRENT ASSETS				
Debtors	174,324		139,921	
Cash at bank and in hand	153,529		200,122	
	327,853		340,043	
LIABILITIES				
Creditors: amounts falling due within one year	(87,988)		(80,118)	
Net current assets		239,865		259,925
Total assets less current liabilities		332,309		363,876
Net Assets		332,309		363,876
FUNDS				
Restricted income funds				3,734
Unrestricted income funds		332,309		360,142
Total Charity Funds		332,309		363,876

These financial statements were approved by the members of the committee on the 21st December 2018 and are signed on their behalf by:

.....
J Baumgarten

Governors

.....
JM Grosskopf

Company Registration Number: 3852756

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

BALANCE SHEET

AS AT 31 MARCH 2018

	2018	2018	2017	2017
Notes	£	£	£	£
FIXED ASSETS				
Tangible assets		92,444		103,951
CURRENT ASSETS				
Debtors	143,821		137,320	
Cash at bank and in hand	139,023		179,831	
	282,844		317,151	
LIABILITIES				
Creditors: amounts falling due within one year	(55,148)		(71,645)	
Net current assets		227,696		245,506
Total assets less current liabilities		320,140		349,457
Net Assets		320,140		349,457
FUNDS				
Restricted income funds				3,734
Unrestricted income funds		320,140		345,723
Total Charity Funds		320,140		349,457

These financial statements were approved by the members of the committee on the 21st December 2018 and are signed on their behalf by:

.....
J Baumgarten

J.M. Grosskopf
.....
JM Grosskopf

Governors

Company Registration Number: 3852756

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

CONSOLIDATED STATEMENT OF CASH FLOWS
YEAR ENDED 31 MARCH 2018

	2018	2017
	£	£
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income	(31,567)	29,303
<i>Adjustments for:</i>		
Bank Interest receivable	(281)	(319)
Depreciation	17,146	17,133
<i>Changes in:</i>		
Trade and other debtors	(34,403)	(10,880)
Trade and other creditors	7,870	(2509)
Cash generated from operations	(41,235)	32,728
Interest received	281	319
Net cash from operating activities	(40,954)	33,047
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Fixed Assets	(5,639)	(3,921)
Net cash from investing activities	(5,639)	(3,921)
NET INCREASE IN CASH AND CASH EQUIVALENTS	(46,593)	29,126
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	200,122	170,996
CASH AND CASH EQUIVALENTS AT END OF YEAR	153,529	200,122

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

BASIS OF ACCOUNTING

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: 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 (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

CONSOLIDATION

The consolidated financial statements incorporate the financial statements of the charity and of Interlink Community Services CIC, a company limited by guarantee of which Interlink Foundation has full control. Their financial statements are made up to the same date as this charity 31 March 2017.

RECONCILIATION WITH PREVIOUSLY GENERALLY ACCEPTED ACCOUNTING PRACTICE (GAAP)

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was required. No restatements were required.

PUBLIC BENEFIT ENTITY

The charitable company meets the definition of a public benefit entity under FRS 102.

GOING CONCERN

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

INCOME

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

INTEREST RECEIVABLE

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity, this is normally upon notification of the interest paid or payable by the bank.

THE INTERLINK FOUNDATION COMPANY LIMITED BY GUARANTEE

FUND ACCOUNTING

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of activities and services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

ALLOCATION OF SUPPORT COSTS

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function (support costs), is apportioned on the following basis which are an estimate, based on the use by each activity of staff time or other overhead costs, of the amount attributable to each activity.

• Support to organisations	33%
• Policy and public sector partnerships	25%
• School Support project	11%
• Support costs	30%
• Governance costs	1%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff, of the amount attributable to each activity.

• Support to organisations	52%
• Policy and public sector partnerships	37%
• School support project	11%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

A detailed breakdown of support costs and their allocation to each activity is provided in Note 5.

OPERATING LEASES

Rental charges are charged on a straight line basis over the term of the lease.

DEBTORS

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

CREDITORS AND PROVISIONS

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

FINANCIAL INSTRUMENTS

With the exception of the listed investments described above only use here if have investments, otherwise delete start to sentence the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. INCOME FROM DONATIONS & LEGACIES

	Unrestricted Funds	Restricted Funds	2018	2017
	£	£	£	£
VOLUNTARY INCOME				
London				
Pears Foundation	15,000		15,000	25,000
Samuel Sebba Charitable Trust	25,000		25,000	25,000
Shores Charitable Trust	13,000		13,000	15,000
Aberdeen Foundation	9,600		9,600	10,000
JAPH	5,000		5,000	-
Other donations	11,266		11,266	7,404
Manchester				
Other donations	202		202	215
North West London				
BEST	5,000		5,000	5,000
Donation	-		-	7,500
	84,068		84,068	95,119

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	2018 £	2017 £
SUPPORT TO ORGANISATIONS				
Community building				
London				
Rent & SC income	19,786		19,786	14,699
Manchester				
Big Lottery Fund – Reaching Communities			-	25,448
CST	8,995		8,995	6,373
Rent & SC income	34,442		34,442	29,701
Reimbursement from insurers	1,930		1,930	-
Other support to organisations				
London				
City Bridge Trust		20,000	20,000	30,000
LB Hackney	3,030	10,000	13,030	3,030
Children's Aid Committee	3,000		3,000	-
Membership fees	4,906		4,906	5,333
Education & Training	6,126		6,126	7,333
Consultancy	41,640		41,640	48,866
Manchester				
Big Lottery Fund – Reaching Communities		51,391	51,391	50,895
Fayre Share Foundation		2,500	2500	-
Membership fees	1,445		1,445	1,913
Education & Training	11,378		11,378	8,240
Consultancy	661		661	7,684
North West London				
Maurice Wohl Charitable Foundation			-	10,000
Awards for All			-	10,000
Consultancy	2,280		2,280	-
	139,619	83,891	223,510	259,515

	Unrestricted Funds £	Restricted Funds £	2018 £	2017 £
POLICY & PUBLIC SECTOR PARTNERSHIP				
London				
Maurice Wohl Charitable Foundation		60,000	60,000	50,000
LB Hackney		35,000	35,000	55,000
City Bridge Trust			0	10,000
Hackney Learning Trust	8,000		8,000	
Awards for All		9,150	9,150	

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

LB Haringey			5,000
HCVS	500	500	
Education & Training	750	750	2,010
Manchester			
NHS Salford CCG		-	5,386
Little Pot of Health	600	600	22,403
Free to Learn		-	10,810
Big Lottery Fund – Reaching Communities	12,848	12,848	8,483
	9,250 117,598	126,848	169,092

	Unrestricted Funds	Restricted Funds	2018	2017
	£	£	£	£
SCHOOL SUPPORT PROJECT				
Maurice Wohl Charitable Foundation		25,000	25,000	35,000
Membership Fees	1,735		1,735	8,200
Education & Training	7,830		7,830	4,783
Consultancy	2,350		2,350	380
	11,915	25,000	36,915	48,363

	Unrestricted Funds	Restricted Funds	2018	2017
	£	£	£	£
GRANTS PROGRAMME				
London				
Special Appeals		1,800	1,800	1,800
Grant Transfers			-	3,833
		1,800	1,800	5,633

	Unrestricted Funds	Restricted Funds	2018	2017
	£	£	£	£
INTERLINK COMMUNITY SERVICES				
Hackney Learning Trust - Adult Learning Contract	9,766		9,766	20,056
LB Hackney - Young Hackney Contract		110,000	110,000	111,346
Sport England - Community Sport Activation Fund Hackney			-	42,065
Sport England – Community Sport Activation Fund Barnet		40,918	40,918	41,259
Reimbursement of expenses	2,805		2,805	1,400
	12,571	150,918	163,489	216,126

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

4. INCOME FROM INVESTMENTS

	Unrestricted Funds	Restricted Funds	2018	2017
	£	£	£	£
Bank interest	281	-	281	319

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

5. ANALYSIS OF EXPENDITURE

	Raising Funds	Support to organisations				Policy & public sector partnership		School Support Project	Grants Programme	Interlink Community Services CIC	Governance Costs		Support Costs		2018	2017
		Community building	London	Manchester	Manchester	London	Manchester				London	Manchester	London	Manchester		
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Direct Expenditure	5,716	3,803	78,082	48,788	9,348	62,552	6,828	11,039		31,351			30,701	7,716	295,924	327,626
Salaries & NI																
Other staff costs	3,130		15,140			9,390		10,125					755	738	39,278	44,635
Premises costs	494	22,956	16,304	9066		12,352	1148	5,435					14,822	1,262	83,839	69,644
Office running costs	275		9,359	3,310		7,090	584	3,350					8,517	381	32,866	37,083
Staff Development & Training			1,405	450		936									2,791	6,838
Publicity	24		790	30		599		779					719	510	3,451	8,148
Training & events			3,089	1,763		2,341	721	6,975					2,902	313	18,104	23,302
Legal & professional fees		1,315	5,478		86	4,150		4,696		1,578			6,153	1,542	24,998	26,469
Accountancy & audit fees										2,188	8,400				10,588	7,028
Project Costs																
Website development	174		5,749			4,356		1,916					5,227		17,422	11,202
Grants									2,000							
Other expenses			1,198			908		399					1,125	95	2,000	5,565
Capital depreciation			1,464	11,678	147	1,109		488					1,375	1,028	17,289	17,133
Subcontracted services										116,203					116,203	173,643
Total Expenditure	9,813	28,074	138,058	75,085	9,581	105,783	9,281	45,202	2,000	151,320	8,400	13,585	72,296		668,478	764,864
Total Expenditure	9,813		250,798			115,064		45,202	2,000	151,320	8,400	85,881			668,478	764,864

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

Raising Funds	Support to organisations	Policy & public sector partnership	School Support Project	Grants programme	Interlink Community Services CIC	Governance	Support costs	2018	2017
Support Costs									
Salaries & NI	19,977	14,214	4,226				(38,417)	-	
Other staff costs	776	552	164				(1,492)		
Premises costs	8,364	5,951	1,769				(16,084)	-	
Office costs	4,627	3,292	979				(8,898)	-	
Depreciation	1,250	889	264				(2,403)	-	
Website Development	2,718	1,934	575				(5,227)	-	
Legal & professional	4,001	2,847	846				(7,694)	-	
Other costs	2,945	2,096	623				(5,664)	-	
Governance Costs	4,368	3,108	924			(8,400)	(85,879)	-	
Total Support & Governance Costs	49,026	34,884	10,371					94,281	
Total expenditure 2018 (including support costs)	299,824	149,948	55,573	2,000	151,320			668,478	-
Total expenditure 2017	290,887	202,553	53,584	5,633	205,785			-	764,864

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

6. NET INCOME FOR THE YEAR

	2018	2017
This is stated after charging:	£	£
Depreciation	17,288	17,368
Auditors' remuneration (excluding VAT)	7,800	5,500
Operating lease rental on building	43,750	35,172

7. ANALYSIS OF STAFF COSTS, STAFF NUMBERS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Total staff costs were as follows:	2018	2017
	£	£
Salaries & wages	278,392	306,843
Employer's national insurance	16,333	20,473
	294,725	327,316

Staff numbers

The average number of employees during the year were as follows:
(head count based on number of staff employed)

	2018	2017
	no.	no.
Full time staff	2	3
Part time staff	23	20
Total number of staff	25	23

No employee received remuneration of more than £60,000 during the year (2016 - £nil).

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £72,674 (2016- £85,015).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2016 - £nil). No charity trustee received payment for professional or other services supplied to the charity (2016 - £nil).

None of the trustees were reimbursed for any expenses during the year (2017-£nil)

8. RELATED PARTY TRANSACTIONS

There are no related party transactions to disclose for 2018 (2017 - £nil).

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9. TAXATION

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10. TANGIBLE FIXED ASSETS

Consolidated and charity COST	Equipment and furniture
At 1 April 2017	250,688
Additions	5,639
At 31 March 2018	256,327
DEPRECIATION	
At 1 April 2017	146,737
Charge for the year	17,146
At 31 March 2018	163,883
NET BOOK VALUE	
At 31 March 2018	92,444
At 31 March 2017	103,951

All of the above assets are used for charitable purposes.

11. DEBTORS

	2018	2017
Consolidated	£	£
Fees receivable	153,547	131,954
Prepayments	4,608	359
Accrued income	16,169	7,608
	174,324	139,921
Charity	2018	2017
	£	£
Fees or grants receivable	125,645	131,594
Prepayments	4,608	359
Accrued income	13,568	5,007
	143,821	136,960

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2018	2017
Consolidated	£	£
Deferred income	-	10,000
Accruals	57,203	45,491
Sinking Fund Deposit	30,785	
	87,988	55,491

	2018	2017
Charity	£	£
Deferred income	-	10,000
Accruals	24,363	37,018
Sinking Fund Deposit	30,785	
	55,148	47,018

13A. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CURRENT YEAR)

	General unrestricted funds £	Restricted funds £	Total funds £
Consolidated			
Tangible fixed assets	92,444	-	92,444
Net current assets	239,865	-	239,865
Net assets at 31 March 2018	332,309	-	332,309

13B. Analysis of net assets between funds (prior year)

	General unrestricted funds £	Restricted funds £	Total Funds £
Consolidated			
Tangible fixed assets	103,951	-	103,951
Net current assets	256,191	3,734	259,925
Net assets at 31 March 2017	360,142	3,734	363,876

THE INTERLINK FOUNDATION
COMPANY LIMITED BY GUARANTEE

14A. MOVEMENT IN FUNDS (CURRENT YEAR)

Consolidated	At 1 April 2017	Income	Expenditure	Transfers	At 31 March 2018
	£	£	£	£	£
Restricted funds	3,734	379,207	(382,941)	-	0
Unrestricted funds	360,142	257,704	(285,537)	-	332,309
Total Funds	363,876	636,911	(668,478)	-	332,309

14B. MOVEMENT IN FUNDS (PRIOR YEAR)

Consolidated	At 1 April 2016	Income	Expenditure	Transfers	At 31 March 2017
	£	£	£	£	£
Restricted funds		412,382	(408,648)		3,734
Unrestricted funds	334,573	381,785	(356,216)		360,142
Total Funds	334,573	794,167	(764,864)		363,876

15. OPERATING LEASE COMMITMENTS

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2018	2017
	£	£
Not later than 1 year	43,750	43,750
Later than 1 year and not later than 5 years	175,000	175,000
Later than 5 years	153,125	196,875
	371,875	415,625

16. LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.