CLINKS

England & Wales · Charity number 1074546

Details

Status	Registered
Legal form	Charitable company
Company number	03562176
Registered	1999-03-05
Register	View on the Charity Commission register

Contact

Address	82A James Carter Road Mildenhall Suffolk IP28 7DE
Phone	020 4502 6774
Email	info@clinks.org
Website	www.clinks.org

Activities

Objects: TO PROMOTE THE REHABILITATION OF OFFENDERS BY SUPPORTING VOLUNTARY AND COMMUNITY ORGANISATIONS WORKING WITH OR FOR OFFENDERS AND THEIR FAMILIES.

Activities: Supporting voluntary organisations that work with offenders and their families

Classification

- **How:** Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Economic/community Development/employment
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** NATIONAL
- Throughout England And Wales

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,126,803	£1,143,730	£279,341	22
2024-03-31	£1,233,580	£1,268,033	£296,268	25
2023-03-31	£1,303,267	£1,434,557	£330,721	29
2022-03-31	£1,629,251	£1,642,461	£462,010	31
2021-03-31	£51,699	£2,275,087	£475,219	27

Trustees

Name	Role	Appointed
Mandeep Kaur Mahil	Chair	2024-10-03
Amina Ditta		2021-12-09
Helen Mary Cantrell		2026-01-14
Iona Charlotte Mary Macmillan Douglas		2024-04-30
Joshua Luke Youens-Stunell		2026-01-14
Matthew Hunnybun		2026-01-14
Michael Jay Vigar		2026-01-14
Michaela-Clare Addison		2024-04-30
Oliver Paul James Goodwin		2024-12-05
Salim Baba		2021-12-09
Simon Alsop		2019-03-14

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CLINKS

England & Wales - Charity number 1074546

Accounts

Clinks

Supporting the voluntary sector working in the criminal justice system

National Criminal Justice Arts Alliance

Clinks Annual Report & Financial Review

for the year ended 31 March 2025

Registered charity no. 1074546, and company limited by guarantee no. 3562176

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Foreword

Welcome to our 2024-25 annual report, Mandy's first as Chair. Writing the foreword to an annual report is always a really useful opportunity to look back, something we rarely get time to do in the frenetic pace of change we find ourselves in, working in the voluntary sector and criminal justice. Reflecting on this past year change is certainly the recurring theme. We saw a change of UK Government, with Labour replacing the Conservative government of the previous 14 years. This change heralded many others which, although common with a change of Government, had a sense of urgency in criminal justice as they were focused primarily on the crisis of overcrowded prisons with rapidly diminishing capacity.

The voluntary sector in criminal justice has been crying out for evidence-based changes to address the lack of opportunity for people in prison and under probation supervision, to get the support they need and deserve. While many of the changes were welcome, the pace was certainly challenging for our sector. So much of our team's year was spent creating ways to inform the sector and engage with it to influence changes for the better.

As we reflect on the year, the Independent Review of Sentencing has been published and its clear to see the influence our sector has had on its recommendations. We especially welcome the recognition of the sector's importance to the review's implementation, in making specific recommendations as to how to fund and support the sector, to best fulfil its role supporting people in the criminal justice system.

Another welcome change was the introduction of the Women's Justice Board and the commitment to changing the face of justice for women. Clinks is pleased to be part of the board and to have a role in supporting the engagement of the specialist women's justice voluntary sector, who have been developing essential and impactful services for women over many years.

In this report you will read about a real range of work and that is what Clinks does best: meets the specific needs of organisations determined by where they work, place and space being key drivers of need and who they work with or the specialist way in which they work for example, using creativity and arts. The variety of work in our sector is once again highlighted in our State of the Sector report, and although organisations have very different focuses and ways of working they share common beliefs as well as common experiences of not having sufficient income to meet increasing demand. Our teams have continued to support organisations working in region specific ways so that they can be plugged in to local knowledge and opportunities. This includes our work within prisons and return of the voluntary sector coordination model, with funding for a coordinator role in HMP Isis to support the prison to understand who it has and who it needs and to support the organisations working there to do that to the best of their ability.

In this year we developed our new strategy following the learning from our independent impact assessment. We don't want to stop having a broad focus so we need to work in different ways and in doing so, we hope to be a better ally and partner to others as well as making it easier for the voluntary sector in criminal justice to get what it needs in terms of infrastructure support.

Anne Fox,
Chief Executive Officer

Mandy Mahil,
Chair of the Board of Trustees

CLiNKS

Supporting the voluntary sector working in the criminal justice system

National Criminal Justice Arts Alliance

Annual Report

Our Charity

Our vision

Our vision is of a vibrant, independent, and resilient voluntary sector that enables all people in the criminal justice system, and their families, to transform their lives.

Our mission

Our mission is to understand the needs of the voluntary sector working in criminal justice in England and Wales and the people they support to enable us to engage, support, and achieve change with and on behalf of the sector, whilst challenging inequality across the criminal justice system.

Our Values

- Our members- We believe in the voluntary sector.
- People's capacity to change - We believe in people's capacity for change, that every individual should have the right support so they can transform their lives.
- Fair - We are fair
- Using evidence - We follow the evidence.
- Equality - We challenge inequality in all its forms.
- Inclusivity - We are approachable, accessible, inclusive and collaborative.

2024-25 strategic goals

Understanding

By 2025 we will increase and improve the knowledge and understanding of the role and value of voluntary organisations, especially small and specialist ones, among criminal justice system practitioners.

Connecting

By 2025 we will have improved our members sense of connectedness to us and their ability to get the information, advice and resources they need. Organisations will have access to support they find useful in a range of areas across England and Wales as well as related to the specific challenges and needs of supporting women, racially minoritised people, families of people in the CJS and working through the arts.

Voicing

By 2024 our respected policy voice will be maintained and our relationships with decision makers grown. We will have amplified the voice of the sector to ensure that its knowledge and expertise are utilised in the development of practice and policy.

Supporting

By 2024 we will have adapted the way that Clinks supports, promotes and represents the voluntary sector so that how we work with the sector to find and implement solutions to the challenges and opportunities it faces, are embedded into the work of the other strategic objectives of Clinks.

Developing

By 2024 we will have developed a new strategy for the future, involving those we aim to serve and the people who will be at the heart of its success. We will aim to increase the number of organisations we are supporting especially small and specialist organisations with limited resources. We will attract and retain a diverse and valued core staff team with the skills and expertise to meet the needs of our sector. We will continue to generate income in a way that supports our core functions without compromise. We will be increasingly recognisable as an anti-racist organisation.

Understanding

Understanding

Clinks engaged statutory partners to both acknowledge and understand the challenges faced by the voluntary sector within a constantly evolving and difficult to navigate criminal justice system.

Given the longstanding instability apparent throughout both the prison and probation systems, the role of the voluntary sector as a guarantor of essential support is as important as ever.

Our role remains to ensure that statutory bodies both understand and acknowledge this role, as well as supporting the sector to navigate the complexities of an ever-evolving system. We have done so by consistently communicating and platforming the work of the sector in our engagement with officials, leveraging the sector's expertise for input into seminal reviews such as the Independent Sentencing Review, and with a particular focus on small, specialist organisations. We will always remain dedicated to this role as the sector's champion, focused on increasing the understanding of its role within the criminal justice system.

Website

555,874

Website views

Clinks' website remains a vital resource for the voluntary criminal justice sector, in addition to our standalone, Clinks Thinks, website. We regularly maintained and updated our web pages and voluntary sector directories to ensure timely, accessible information for the sector. This included publishing blogs, events, and publications. We created a dedicated support hub - offering guidance, insights and practical information, providing a central hub for the support the sector needs. We also refreshed the our work section of our website, making it easier than ever for users to stay up-to-date with the work we do and to get involved.

Social media

Throughout the year our social media platforms have played an instrumental role in allowing us to disseminate sector specific publications, news and events. Our social media also provides a mechanism via which we can quickly communicate vital information regarding the criminal justice landscape.

30,440

Total followers across Clinks & NCJAA

Our LinkedIn following has grown considerably, enabling the regular communication of our work, and that of the sector, directly to the people at the heart of it. We also continued to utilise Linktree, a versatile tool to increase access across our various platforms for large projects and events.

Ebulletins

124
ebulletins

16,154
subscribers

Our regular ebulletins ensured that we delivered vital information to the sector and promoted its work to a wide range of criminal justice stakeholders. Our weekly newsletter, Light Lunch, was as popular as ever; with one staff member in the sector describing it as their "bible". Thematic ebulletins were delivered based on areas of work including policy, health and justice, arts, and women. We also sent several newsflashes highlighting key and time sensitive information regarding updates, events and funding opportunities.

49
editions of Light Lunch

5
editions of the NCJAA Newsletter

12
editions of the Policy briefing

5
editions of the Health and Justice Newsletter

4
editions of the Women's Network Bulletin

49
Newsflashes and other mailings

Clinks Publications and Blogs

Clinks' blogs and publications play a crucial role in informing, connecting, and supporting the voluntary sector working in criminal justice. Our content is not only designed to inform the sector but also amplify its voice. Whether highlighting policy changes, showcasing innovative practice, or reflecting on systemic issues, we provide a trusted and engaging platform for the sector to disseminate criminal justice related information.

19

publications written and disseminated

Our blog page is a dynamic space for commentary, insight, and updates. Topics often explore the real-world impact of criminal justice policies, spotlight best practices, and give voice to underrepresented groups. Our blogs serve both as a reflective space and a call to action, providing easy to digest, accurate and timely information on policy developments, statutory engagement and criminal justice news and events.

Our publications are carefully developed, offering in-depth analysis, practical guidance, and policy recommendations. These include briefing papers, thematic reports, consultation responses, and evaluations. Many of these are created in partnership with other sector bodies or based on direct consultation with voluntary sector organisations. Our publications often respond to emerging developments such as probation reform, funding changes, or shifting government priorities.

27

Blogs

Clinks' blogs and publications are a key resource for staying informed, influencing policy, and strengthening practice across the voluntary criminal justice sector. This reflects Clinks' broader mission to support a vibrant, resilient voluntary sector that works to achieve a fairer and more effective criminal justice system.

Blogs Timeline (a snapshot)

25 JUNE

The Struggles of Gypsy, Roma and Traveller Families in the CJS

For Gypsy, Roma, Traveller History Month Clinks spoke with the Traveller Movement to discuss the challenges and systemic inequalities within the CJS for the Romani (Gypsy), Roma and Irish Traveller communities in the UK.

24 JULY

SDS4- the policy and next steps

Summarising the Government's Standard Determinate Sentences 40% (SDS40) policy and setting out how Clinks supported the sector to understand its impact.

16 OCT

Ongoing engagement around current challenges - How is Clinks supporting the sector?

Updating the sector on Clinks' work engaging officials on challenges raised by the sector, with a focus on the Prison Education Dynamic Purchasing System (PEDPS) and vetting.

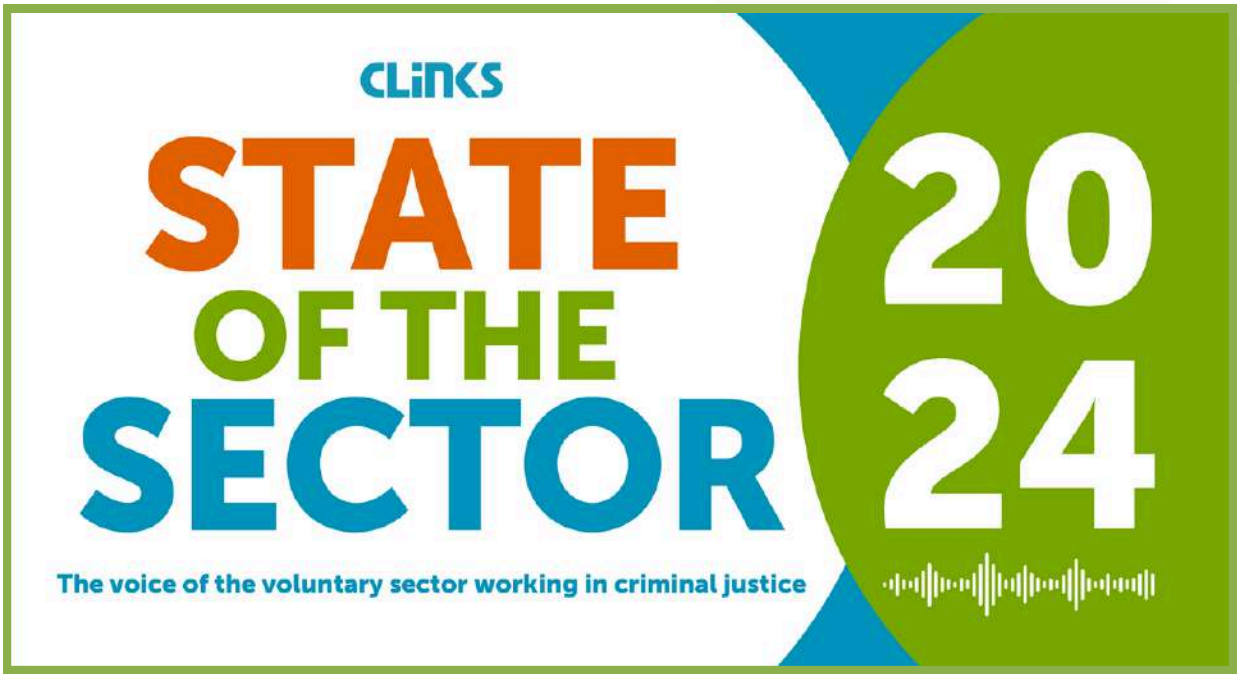
8 NOV

How safe is the Welsh Criminal Justice System?

In response to the publication of Dr Robert Jones', Wales Governance Centre, fact file 'Prisons in Wales'. The report shows a consistent worsening trend around the safety in Welsh prisons.

State of the sector report 2024

This year saw the publication of the eleventh edition of our annual State of the Sector research. In partnership with the National Council for Voluntary Organisations (NCVO), the research explores the experiences of, and challenges faced by, the voluntary sector working in criminal justice. We pursued a qualitative approach to this year's research, holding 8 separate focus groups to gather more detailed feedback from the sector.



The key findings illustrate the challenging environment within which the sector continues to operate. Funding remains a significant challenge, particularly the destabilising impact of short-term funding cycles. Organisations also reported increasing demand for their services, with service users presenting more complex needs. This was in addition to recruitment and retention of staff remaining a major concern. Focus group participants were cautiously optimistic about the new government but were sceptical of the prospects for meaningful change.

Evidence Library

Clinks' Evidence Library is an accessible online resource designed to strengthen the voluntary sector's ability to deliver evidence-based services within the criminal justice system. Each article, written by leading academics, addresses key areas of interest identified by our members. Aiming to both inform service delivery, and encourage commissioners to support evidence-based approaches.

Recent reviews have focused on two critical areas. The first review explored the effectiveness of prison education, examining the educational needs of people in prison. Identifying key factors for delivering high-quality provision that can positively impact rehabilitation. The second review highlighted the implications of the maturation process for young adults in contact with the criminal justice system, delving into the impact of trauma, the "age-crime curve," and the best practice approaches for working with this age group.

Both reviews were accompanied by well-attended webinars, further engaging the sector in discussions around implementing evidence-based practice.

Looking ahead, the Evidence Review series will continue – in partnership with Russell Webster - so that we can build a comprehensive evidence base that equips organisations with robust, accessible research to inform their work and enhance outcomes for people affected by the criminal justice system.

Member Spotlight: Sherlock AI

SherlockAI is developing next-generation, peer-mentor-informed solutions to support people engaged with the criminal justice system. Their innovative approach combines lived experience with technology to build meaningful connections and improve outcomes across communities nationwide.

One strand of this work involves piloting a digital companion to help prison leavers navigate the often complex and isolating journey of resettlement. During one such pilot, a participant—struggling to find stability and make sense of his situation—responded powerfully to the support being offered. His expression shifted, his eyes lit up, and in that moment there was a shared understanding. As the SherlockAI team describe it, it was as though he was thinking, "He gets it. He knows what it's like to be in my shoes, and he really wants to help." Moments like this encapsulate SherlockAI's mission: using the power of empathy, technology, and lived experience to build trust and offer personalised, human-centred support. It is in these moments of connection that real transformation becomes possible.

"Clinks has been invaluable in building our presence. They've helped us connect with other like-minded organisations, have promoted aspects of our project for feedback, helped me gain credibility to find speaking engagements and even let me present to their regional focus groups. It's great to know that whenever we need something, I can reach out to my local coordinator and know I'll get real-world support. This support resulted in SherlockAI being named in the Independent Sentencing Review."

Jay Wood, Sherlock AI

Image Credit: Co-operatives UK

Next year we will...

By 2026, we will have further increased the understanding of the value, role and specialist knowledge of the voluntary sector. We will have achieved this on both a regional and a national basis, ensuring an understanding of, and engagement with, the sector across each of the 7 HMPPS regions, which is then fed back on a national level. This will have driven partnership working with stakeholders including policy makers, academics and funders, and facilitate the representation of the sector's voice at every available opportunity.

1

Promote the work of the sector, including through the production of blogs, case studies and publications, across of all our digital platforms, as well as through the publication of our annual State of the Sector research.

2

Incorporate and amplify the expertise from across our thematic networks, with a focus on the needs of people with protected characteristics and lived experience.

3

Further expand our research and evidence base via our range of influencing mechanisms, including the Reducing Reoffending Third Sector Advisory Group (RR3), the Third Sector Strategic Partnership Board (TSSPB) and the Evidence Library series.

4

Represent the sector at key stakeholder meetings nationally, regionally and locally, while facilitating opportunities for director sector involvement.

5

Maintain and strengthen our role working with HMPPS and other commissioners to influence good practice in commissioning processes, and to ensure that voluntary organisations can engage with future funding opportunities.

Connecting

Connecting

Throughout the year, we retained our central role of connecting our members, and the wider sector, to us, to statutory partners, funders and to one another. We have also increased avenues through which the sector can access the specialist information, guidance and resources that they need to thrive within a challenging environment. Organisations are now connected in geographical areas and the places that they operate in, and via our thematic networks to ensure that we continue to provide vital infrastructure support to small and specialist organisations that need us most.

Clinks' dedicated Area Engagement and Development Officers based in the North of England, London and Wales bought the sector together through regional forums, networks and learning opportunities. The team worked in partnership with both national and place-based organisations and agencies, building relationships with regional and local statutory structures to raise awareness of and support cross-sector working. Clinks' model of voluntary sector co-ordination in HMP Isis enabled connections to be built between the sector and prison staff to enhance collaboration, partnership working and connect voluntary sector services to the needs of people in prison. Our thematic networks focusing on the specific needs of women, racially minoritised people, families and the National Criminal Justice Arts Alliance, improved our members' sense of connectedness to us and each other, to discuss shared challenges and solutions to influence policy and practice.

Our work in the North of England

Clinks' Senior Development Officer provided support to the voluntary sector working across the North of England through 80 one-to-one support sessions and criminal justice forums, as well as providing regular communications promoting funding opportunities, events and sharing good practice. The sector relies on the support to aid collaboration and keep abreast of changes within the system.

"It is a great way to find out what's happening"

One forum focused upon the barriers to engaging with Department for Work and Pensions (DWP). The session allowed organisations to provide feedback on the DWP Dynamic Purchasing System and gain a better understanding of how work is commissioned. The feedback provided was that the sector felt more confident and had increased knowledge.

We undertook an in-depth mapping and analysis project to identify voluntary sector organisations delivering services and support individuals in the criminal justice system across the North East, Yorkshire and The Humber. The data identified 203 organisations that were contributing to the region. The majority were small organisations that relied on charitable trusts and foundations, with the report highlighting the need for improved and greater opportunities of partnership working with statutory partners.

We continued to represent the sector at local and regional strategic board meetings and worked closely with key stakeholders to highlight and discuss solutions to the challenges the sector and the individuals they support are facing.

Family Support Network

The change in UK Government provided the opportunity to strengthen the voice of the network by developing a number of key asks:

1. Improve support for families and children affected by the criminal justice system, ensuring their needs and wellbeing are supported in the community
2. Improve support for families and children impacted by the criminal justice system, with a focus on supporting children to maintain relationships with parents in prison
3. Understand the expertise of and invest in the voluntary sector providing services and to children and families, to ensure adequate resources are available both in the community and in prisons

This year the network has held 8 forums and events, plus one national conference. This has provided network members with plentiful opportunities to engage with senior government officials, raising awareness of the issues facing the children and families of those in the criminal justice system. Whilst the full impact of these conversations will not be truly seen until after the Autumn spending review, the willingness to listen and understand the work of the voluntary sector has been evident.

The network has over 140 individuals including voluntary sector, statutory sector, and academics, and has created a range of opportunities for organisations to share good practice and improve collaboration.

The network has provided support to 50 organisations on a one-to-one basis. Through one-to-one support sessions, organisations have been provided with information and support to better understand the criminal justice landscape and collaborate with other organisations.

A national conference was held in March in collaboration with the National Criminal Justice Arts Alliance (NCJAA). The conference considered how creative approaches could support children and families affected by imprisonment. The event was attended by 93 people from the voluntary sector, government agencies, academics and people with lived experience.

Our work in Wales

Clinks have supported the third sector to navigate, what is at times, a complex criminal justice landscape in Wales. Working closely with some of our small and specialist members and helping them to develop strategies, link in with commissioners and policy makers and network opportunities with the wider Welsh sector.

Clinks gave oral evidence on the state of Welsh prisons to the Welsh affairs committee. Speaking about how women from Wales are negatively affected by the criminal justice system, questioning and challenging the need for custodial sentences for women. We outlined the struggles experienced by the third sector in Wales and the importance that the third sector is viewed as an essential delivery partner in the design of services and support.

We co-ordinated and chaired the community engagement network which is in part one of mechanisms that the Criminal Justice Anti-Racism Action Plan for Wales in being implemented.

Clinks planned and hosted the Wales Social Justice Conference. We worked in collaboration with partners at Inside Out Support Wales, Safer Wales, Community Justice Cymru and the Welsh Centre for Crime and Social Justice (WCCSJ) to organise the first conference of this kind in Wales. Attended by over 100 delegates, the event showcased what the sector does best in Wales and how we work differently, promoting the importance of partnership working and what the voluntary & community sector working in justice in Wales does deliver.

69 **Occasions of 1:1 support to Welsh Members**
17 to the wider Welsh sector

113 **Total attendees at our Wales Criminal Justice Forums**

Our work in London

Our support made a huge difference to voluntary organisations in London: developing understanding, strengthening work, and amplifying voice. We were delighted with the levels of sector engagement. More than 100 organisations, the majority small and specialist, attended our London Forums, sharing best practice and receiving vital learning on areas such as evidencing impact and embracing technology in frontline delivery.

More than 230 attendees joined our SDS40 early-release event for London organisations which we held in partnership with Homeless Link; and roundtable discussions were convened on themes including Hate Crime and Unpaid Work, with insight from over 50 organisations then shared with the London Reducing Reoffending Board to influence local policy and practise developments. Transition2Adulthood, for example, outlined their Young Adult programme and were subsequently invited by MOPAC to discuss expanding the initiative across London. More than 40 organisations attended our consultation event on the newly proposed London Police and Crime Plan; and the 12-month period also saw the highest number of 1:1 support provided to London organisations during the five-year grant.

100 **voluntary organisations engaged through London forums.**

Good Prison Project - HMP Isis

During this second year of the Good Prison Project, we have increased the impact and involvement of the voluntary sector within HMP Isis. A wide range of voluntary sector organisations have been supported to engage and facilitate sessions for the men at the prison within different aspects of resettlement such as families, money management and wellbeing. These have not only provided support, but have enabled opportunities and involvement in purposeful activity. Through our work, we have recruited voluntary sector representatives, men serving sentences, who are employed at the prison to promote and magnify the impact of the sector in the prison, amongst their peers.

In 24-25 we hosted events such as a Voluntary Sector Networking Event for prison staff to meet the voluntary sector, this ensured that staff are better informed of the support services available to the men within the prison whilst in custody. Leading to better signposting from staff for support during sentence as well as post release.

Our work continues in monitoring and reviewing the directories of services for staff and the prison population, as well as frequent voluntary sector representation at relevant prison meetings. Voluntary sector meetings are held on a quarterly basis ensuring discussion and communication within and across our sector and provide opportunities to raise concerns with the prison in relation to delivery of services at HMP Isis.

Women's Network

340 individual members from 167 specialist organisations

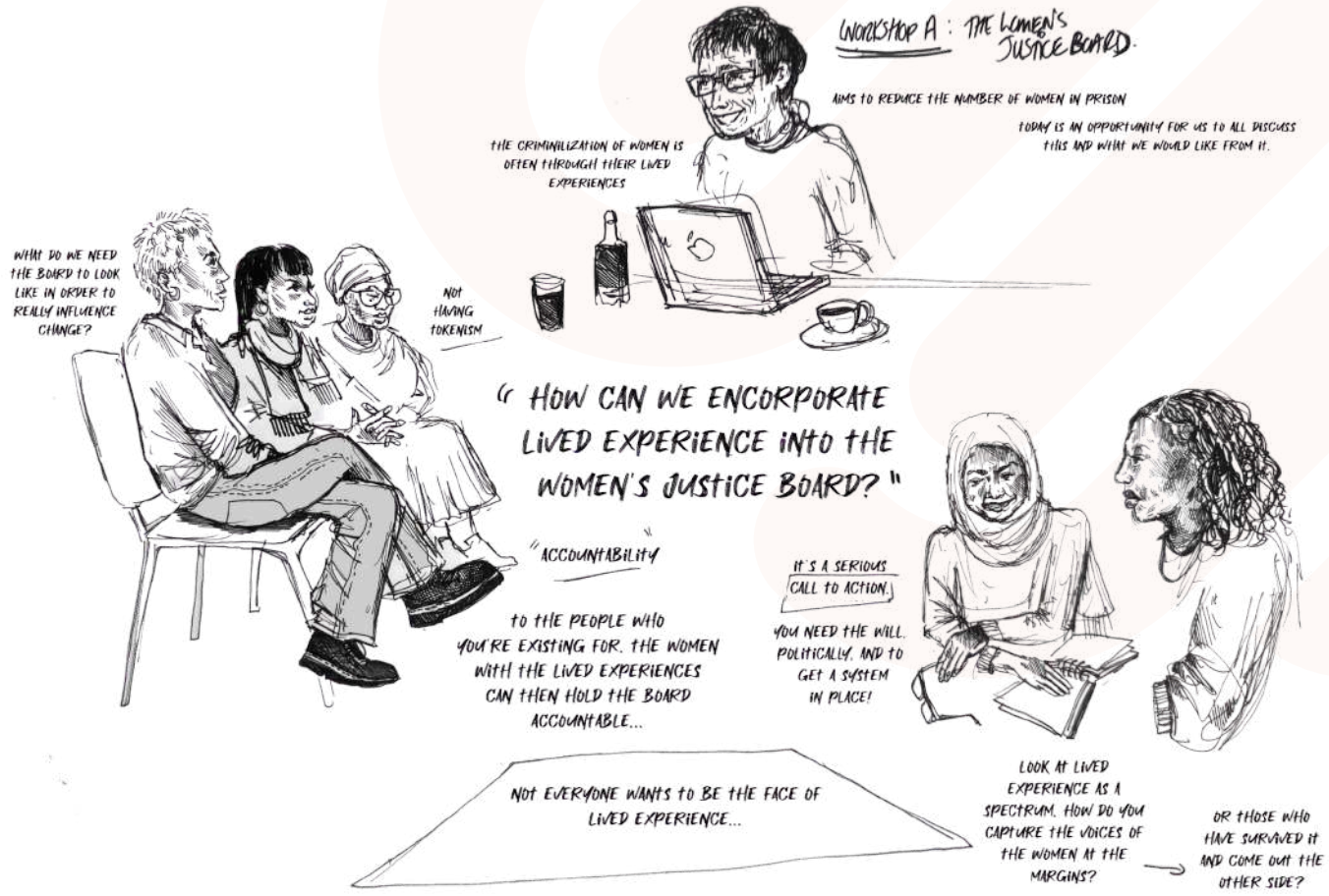
Our women's network continues to thrive, with an average of 340 registered individual members from 167 organisations providing specialist services for women. Our engagement with these members ensures that we continue to develop our understanding of organisations working through a gendered lens and provide support for practitioners working with women and senior leaders seeking to drive change for women affected by the criminal justice system.

Most individual Women's Network members work or volunteer in voluntary sector organisations, but we also have stakeholders from prisons and probation services, along with academics and independent professionals. These members bring additional specialist expertise and broaden our reach in thinking creatively about how to mobilise change for women in contact with the criminal justice system.

Participation in our quarterly network forums has been consistently high with an average of 40 participants attending each event. We continued to hold forums online. Themes covered this year include:

- Domestic abuse and women's contact with the criminal justice system
- Probation through a gendered lens
- Women's Justice Board and Prisons Capacity Review

29 Total attendees at our 'Why Gender Matters in the Criminal Justice System' Training



We are proud to have worked with the London Livery Company, The Worshipful Company of Weavers, to support them in developing and funding a programme of work to develop a model offering alternative approaches to custody for women in the criminal justice system. We jointly hosted a summit with the Weavers in January to begin a process of engagement with key stakeholders and will continue to support this initiative through strategic advice and fundraising to implement the model in the years to 2030 when the Weavers celebrate their 900th anniversary.

"It was such an inspiring event! I thoroughly enjoyed myself! The agenda was packed full of amazing speakers and colleagues!"

Events and Training

93%
of participants rated our events as 'Good' or 'Very Good.'

Our events include national and regional forums, thematic network events, paid training opportunities.

This year we hosted 52 events with 2,565 attendees

Among these was a notable collaboration with the National Criminal Justice Arts Alliance and Families Network for the "Arts of the Matter" Art and Families Conference. The event received overwhelmingly positive feedback, with attendees expressing appreciation for the thoughtful agenda. Many were deeply moved by the performance and actively engaged in the panel discussion.

"It was a wonderful way to bring together the arts and families. I found the conference engaging and thought-provoking."

Job board

The jobs board is an integral and vital part of our membership offer. We provide a platform utilised across the sector for organisations' recruitment needs.

Over 139,210 users viewed
1,116 vacancies advertised
including 69 voluntary roles

Directory of Services **48,859 views**

Partnership Finder **14,225 views**

Annual Conference

'Connecting for Change: voluntary sector engagement in criminal justice'

Clinks enjoyed hosting another successful annual conference at our members' venue - Resource for London, in November. We were joined by 175 external delegates to discuss "Connecting for Change – Voluntary sector engagement in criminal justice".

Our panels and workshops were co-produced and led by the relevant RR3 seat holders in order to ensure effective information gathering that could be used in ongoing engagement with statutory stakeholders.

Our opening panel discussed the criminal justice related, area-based needs of the country under the One HMPPS model, and we offered six workshops covering varied topics including funding stream difficulties, the impact of social prescribing in reducing health inequalities in criminal justice, how the women's sector drives change, gathering to build power using a creative response for discussion, breaking barriers by addressing stigma for families affected by the criminal justice system and tackling racial disparities across the criminal justice system using tools and opportunities.

Our keynote speaker Lord Timpson attracted a driven crowd, keen to hear his fresh thoughts on change ahead for the criminal justice system. We are thankful to Lord Timpson and his team for joining us.

Race and Justice Network

Over the past year, we supported the establishment of Q-SEED, a leadership programme for Black and Global Majority Leaders. As a partner in this programme, we participated in a 2-day residential in May 2024, facilitating conversations on Leaders' Experience within the CJS. The aim of the residential was to bring organisations in the programme together to develop, and co-create, the programme, engage in discussion and hands-on workshops. It also included networking sessions focused on building resilience, enhancing leadership competencies and foster collaboration.

We subsequently delivered three separate, bespoke training sessions to the Q-SEED cohort on: 'Navigating the CJS', 'Strengthening your Influencing Voice' and 'It's All About Money Baby', the latter providing an overview on the funding landscape, opportunities and how to put your organisation in the frame.

We have continued to ensure that organisations led by and focused on racially minoritised people are represented in all our influencing and engagement opportunities, including through influencing opportunities such as the prison capacity review.

At our annual conference in December, we ran a session on racial disparities in the criminal justice system. We gathered feedback from participants on proposed areas of focus for the RR3 Reference Group on tackling racial disparities in the criminal justice system, which was then established in February.

In partnership with Black Men 4 Change, the Reference Group held a webinar on sentencing disparities, at which over 70 participants contributed to the development of a report setting out how disparities in sentencing could be addressed. This report formed the basis of ongoing engagement with officials at HMPPS and the Ministry of Justice, including with the Independent Sentencing Review team.

National Criminal Justice Arts Alliance (NCJAA)

The NCJAA refreshed its Advisory Group membership and are delighted that it now includes Geese Theatre, Irene Taylor Trust, Koestler Arts, the National Literacy Trust and Prison Reading Groups.

We individually supported over 60 arts organisations and independent practitioners/freelancers. Whilst also linking museums, libraries and universities to arts organisations and practitioners, to grow networks, opportunities and to share best practice.

The legacy of the Inspiring Futures research project continued with the launch of two assets - an influencing toolkit and social media digital resources - to support arts organisations and practitioners in their ongoing work to highlight the vital role and impact of arts in criminal justice, using statistics and quotes from the research findings.

Our partnership with the Royal Literary Fund saw another year of delivering writing development workshops for the sector, equipping our network with additional skills in reflective writing, completing funding applications, editing & proof reading, writing reports and case studies.

Throughout 2024-5 members attended 34 different training sessions, Clinks thematic networks, our area forums and conferences, including planning and participating in the joint Anne Peaker and Clinks Families Network's 'Art of the Matter' event at Rich Mix in London, with performances and creativity at the heart of the day.

Members contributed to a number of events in partnership with Clinks, including running a workshop at our annual conference and a performance by Clean Break Theatre Company at the Worshipful Company of Weavers event: Women's Justice - A New Direction.

The voice of the arts continues to be amplified at a strategic level, including on the Art in Criminal Justice Forum and the Reducing Reoffending Third Sector Advisory Group via Open Clasp Theatre Company who hold the arts seat. Going forward we our building our dialogue with HMPPS Education, Skills and Work leads and across Clinks thematic areas.

Member Spotlight: The Daddyless Daughters Project CIC

The Daddyless Daughters Project CIC is a grassroots organisation based in South East London, supporting girls and young women aged 11–25 who have been affected by family breakdown, abuse, and adversity. Through trauma-informed mentoring, creative expression, and therapeutic workshops, they provide safe, nurturing spaces for girls to build healthier lifestyles and relationships — free from the impact of childhood trauma and complex behaviour patterns. Their work focuses on those most at risk of harm, exploitation, or contact with the criminal justice system, helping young women move from survival to success.

One young person, "Becky" (name changed), aged 13, was referred to their Sister Squad mentoring service after her sixth foster placement had broken down. Frequently going missing, facing arrest, and at high risk of exploitation, she received intensive support over three months, leading to a successful transition into a therapeutic children's home.

By six months, Becky had returned to full-time education for the first time since age eight. With a deepening sense of trust, she made the courageous decision to give up her phone—cutting ties with exploiters and reclaiming her childhood. Through Sister Squad, she found a new peer community, stability, and hope. Her story reflects what's possible when girls are met with safety, consistency, and care.

"Being a Clinks member has connected us to a wider community of organisations committed to justice and change. The resources, advocacy, and solidarity have helped us strengthen our approach and ensure the voices of the most vulnerable young women aren't left out of the conversation."

Aliyah Ali, The Daddyless Daughters Project CIC

Image Credit: Joya Berrow

Next year we will...

By 2026 we will have increased the opportunities for the voluntary sector to connect with one another and to policy makers and funders, nationally, regionally and locally.

1

We will provide dedicated area and place-based support, engagement opportunities and provide representation across England and Wales, amplifying voluntary sector reach and connection to Clinks and each other.

2

We will further develop Clinks membership and improve access to Clinks' offer, working in partnership with NAVCA and alongside regional and local infrastructure organisations to enable greater place-based community engagement opportunities, facilitating and co-ordinating joint events and forums, connecting local small and specialist organisations with criminal justice agencies and priorities.

3

We will strengthen our network of networks, empowering specialist organisations and leaders across the sector to engage with and help one another based on where they work, who they work with and how they work. Our partnerships with Black Men 4 Change and the National Women's Justice Coalition and our dedicated thematic networks for Women, Families, Health and Justice and the National Criminal Justice Arts Alliance will increase access to specialist routes and platforms, providing spaces for shared learning and collective action to challenge inequity across the CJS in all its forms.

4

We will have developed our new Directory of Services, increasing the sector's ability to find others, developing connections and building relationships and partnerships.

Voicing

Voicing

Clinks solidified its respected policy voice across government departments, by expanding our network of relationships with key decision-makers. We used this strengthened voice to advocate for the sector and to enable our members' own voices to be represented in key forums: contributing to the continued development of policy and practice. We further amplified our voice, on behalf of the sector, through our growing digital footprint.

Working in partnership

Underpinned by our 'network of networks', we continue to forge extensive partnerships with specialist organisations across the voluntary sector working in criminal justice. Focusing on our strategic priority areas, including women, race, the arts, families and health, we have utilised this partnership working, and the expertise it provides, in our role as the conduit between the government and the voluntary sector. We have worked closely with the National Women's Justice Coalition, in coordination with our Women's Network Forum, to advocate on behalf of specialist women's organisations. We have continued to build ties with Black Men 4 Change, with a focus on seeking to address racial disparities in the criminal justice system. Our Families Network and the National Criminal Justice Arts Alliance continue to grow and go from strength to strength. We platform this partnership working via a range of engagement structures, including the Reducing Reoffending Third Sector Advisory Group (RR3) and the Third Sector Strategic Partnership Board. Through all of this work, we have emphasised the value of embedded, extensive partnership working between the voluntary sector and statutory bodies.

Influencing policy in consultation

A critical component of Clinks' work is in the collaborative development of policy that most effectively serves the beneficiaries of Clinks' members. We have convened a wide range of engagement opportunities for this purpose.

Across the last year, we have leveraged the expertise of the sector to inform submissions to a number of Select Committee inquiries. This included responses to two separate Justice Select Committee inquiries, on resettlement and rehabilitation and on drugs in prison, as well as to the Public Accounts Committee's inquiry into prison estate capacity, the Welsh Affairs Committee's inquiry into prisons, probation and rehabilitation in Wales and the Justice and Home Affairs (Lords Committee) into prison culture: governance, staffing and leadership. We have also convened the sector to input into our submission to the Civil Society Covenant consultation.

A major area of focus for the year has been on the Independent Sentencing Review, and we played a leading role in ensuring the sector's views were heard. We held a series of focus groups, drawing on expertise from across the sector, to inform our response to the Review.

Towards the end of the year, we engaged extensively with the review into the handling of prison capacity, led by Dame Anne Owers, holding 3 thematic sessions – attended by Dame Anne – through which the sector could feed directly into the review.

Additionally, in our role as the sector's infrastructure organisation, we have worked to enable the sector's role in the development of critical, emerging policy. This has included sector input into the Standard Determinate Sentences 40% (SDS40 policy) and ongoing developments related to the implementation of the probation reset programme.

Health and Wellbeing Alliance

2024-2025 was our fourth year as a member of the VCSE Health and Wellbeing Alliance. As a broad partnership between sector representatives and the wider health and care system, it enables voluntary organisations to represent the communities they serve by sharing expertise at a national level. Clinks remain the only criminal-justice focused member of the Alliance. In 2024-2025, we focused our efforts on one core project – social prescribing. This culminated in our publication of a Voluntary Sector-led Framework for Social Prescribing in 2025-2026. The report built on data gathered in Year 3 of the HWA and was informed by site visits with voluntary organisations delivering social prescribing in custody and the community. In partnership with User Voice, focus groups were also held in a range of custodial settings, ensuring that lived experience was at the heart of the work.

We were delighted that this work has led to an extension of the HWA, taking us into a fifth year of the project.

Clinks Thinks

Clinks Thinks, our platform for outlining our key principles, ambitions and recommendations across thematic areas continues to be a well-used and an important resource for the sector. Topics including women, race, young adults and health, affirm Clinks' commitment to supporting in varying aspects of criminal justice. The Clinks Thinks page is linked from the Clinks main site but offers a different layout that better lends itself to the longform content. The site also hosts resources from the Stronger Voice project, completed in 2022-23, and other policy and research documents that underpin the Clinks Thinks principles, ambitions and recommendations.

Reducing Reoffending Third Sector Advisory Group (RR3)

2024-25 was a busy year in Clinks' ongoing role convening the Reducing Reoffending Third Sector Advisory Group (RR3). The group, which acts as the key interface between the voluntary sector and the MoJ and HMPPS, played a pivotal role providing guidance on key national policy and operational developments, particularly within the context of a continuing prison capacity crisis.

Across the course of the year, the group engaged with officials on issues including the Probation Reset programme and the Standard Determinate Sentence 40% (SDS40) policy, given the significant impact of these developments on voluntary sector organisations. The RR3 also met with Lord Timpson following his appointment as the new Minister for Prisons, Probation and Reducing Reoffending, and David Gauke in his role chairing the Independent Sentencing Review. Further areas of discussion included: Commissioned Rehabilitative Services (CRS); measures to alleviate prison capacity; the Women's Justice Board; and the review of the Youth Justice Board.

The year also saw the recruitment of a significant number of new seat holders. We established two seats for lived experience, held by Paula Harriott and Dave Higham, and recruited Catrina McHugh (Arts), Vicky Baird (Families), David Maguire (Long sentences), Matina Marougka (Mental health), Katrina Ffrench (organisations led by and focused on racially minoritised people), Richard Knibbs (Resettlement), Jess Mullen (Youth Justice), Tammi Owen (Wales) and Nicola Drinkwater (Women).

All seat holders, convened by Clinks, now hold regular 'nominated lead' meetings with senior officials at the MoJ and HMPPS, which allow for consistent and direct communication between the sector and statutory bodies.

RR3 seat holders

Special Interest Groups

The RR3 established two separate groups to explore specific areas of policy in greater detail. The first was a Special Interest Group on Community Provision, looking at support, in the community, for people in contact with the criminal justice system. This work culminated with the production of two reports – one on mental health and one on drug and alcohol services. The second was the RR3 Reference Group on tackling racial disparities in the criminal justice system. This group was established as a 'Reference Group' to acknowledge that race should not be considered as a special interest. A report exploring sentencing disparities was subsequently produced and used to engage with the Independent Sentencing Review as part of the wider review into sentencing.

RR3
Reducing Reoffending
Third Sector Advisory Group

Member Spotlight: Rooted Wisdom

Rooted Wisdom CIC is a trauma-informed, culturally grounded organisation working with young people—particularly those from Black and mixed heritage backgrounds—who are impacted by school exclusion, systemic injustice, and generational trauma. They deliver workshops, therapy-informed programmes, and mentoring rooted in emotional resilience, racial identity, and healing.

One of their core initiatives is Rooted Resilience, a group-based programme running in HMP/YOI ISIS. The programme supports young men to explore trauma, identity, behaviour, and self-worth through a psychodynamic and compassionate lens.

Facilitators create a space where participants feel truly heard—often for the first time. Sessions are held in a circle, with shared snacks and honest conversations on topics such as masculinity, racism, and emotional regulation. The young men are met with presence, softness, and cultural understanding—not judgement or authority. Over time, participants begin to open up about deep-rooted pain, support one another, and take ownership of their healing journeys. One young man described the group as his "first real mirror"—a space where he could finally see himself and his worth. For Rooted Wisdom, the experience of delivering the programme has been as transformative for staff as it has been for the young men they support.

"Being a Clinks member has given me a platform to connect, grow, and feel seen within a wider network of changemakers in the criminal justice system. It's powerful to be part of a community that recognises the importance of culturally grounded, trauma-informed work—and that uplifts small organisations like mine doing frontline healing work from the heart."

Shyronie Davis, Rooted Wisdom

ROOTED WISDOM

Image Credit: Taijah-Lee

Next year we will...

By 2026, we will have further amplified our voice through our 'network of networks', ensuring that the sector has access to the avenues through which they can influence key decisionmakers and have their voices heard. This will ensure increased voluntary sector input into the development and implementation of policy and practice.

1

Increase engagement opportunities for our network members to ensure that their voice and expertise are platformed across Government departments, statutory bodies and other relevant forums.

Provide further opportunities for our network members to utilise Clinks' digital platforms in order to give a greater voice to the work of all our thematic networks.

2

3

Reinforce existing, and establish new, mechanisms via which all Clinks members can contribute to our national and regional policy works.

Supporting

Supporting

Clinks continues to place the needs of our members, and the wider voluntary sector, at the forefront of all that we do. Adapting the support we provide in line with the changing policy landscape, to ensure we can provide the support the sector need at the right time, and to give them the platform and be best equipped to influence future policy developments.

We have continued to ensure that the voluntary sector across England and Wales has access to a wide range of specialist and 1:1 support from our dedicated staff based in areas and through our thematic networks. We have kept the voluntary sector up-to-date with criminal justice priorities and opportunities through our various communication channels and produced resources to support and develop understanding and expertise across sector. Through the facilitation of a range of events, learning and influencing opportunities which have been responsive to the changing external criminal justice landscape, ensuring the sector's engagement, involvement and influence in policy development and direction.

Engaging with statutory bodies and informing the sector

We remain the sector's representative on a range of national, regional and local boards, advisory groups and forums, platforming the sector's expertise as a crucial component in the development of policy and practice. We are represented on the CRS Stakeholder Advisory Group and the Women's CRS Advisory Group, our Chief Executive, Anne Fox, has been appointed to the Women's Justice Board, and we secured RR3 representation on its accompanying Partnership Delivery Group. This followed extensive engagement with the Ministry of Justice's Female Offenders Team, through which we helped to shape the Partnership Delivery Group in a similar manner to the RR3.

We have utilised the views of the sector in our role convening the RR3, establishing Special Interest Groups to ensure that the sector plays a pivotal role in the development of national policy solutions. Our CEO is also the only voluntary sector member of the HMPPS Independent Advisory Group and a member of the Third Sector Strategic Partnership Board.

We further represented the sector through our network of relationships across government departments, expanding beyond the Ministry of Justice and into interrelated departmental areas spanning the Home Office, the Department for Work and Pensions and the Ministry of Housing, Communities and Local Government.

We have provided support and influencing opportunities in Wales, through our dedicated staff representation at the All Wales Criminal Justice Board and HMPPS Collaboration and Commissioning partnership meetings, enabling the voluntary sector in Wales to be involved in key policy decision making and design of services.

Advocating and influencing on behalf of the sector

Clinks continues to both facilitate engagement opportunities for the sector to influence, and advocate on their behalf across a number of forums, including our CEO sitting on the advisory panel to the VCSE Crown Representative Claire Dove CBE. This has included extensive engagement with Lord Timpson, in his role as Minister for Prisons, Probation and Reducing Reoffending, through repeated attendance at ministerial roundtables and his ongoing engagement with the RR3.

We have established relationships across the MoJ's ministerial team, meeting with the Lord Chancellor to promote the views of the sector. We continue to engage across government departments, including with the Ministry of Housing, Communities and Local Government – focusing on accommodation for people leaving prison – and the Department for Work and Pensions, culminating in successfully advocating for a reduction in the Universal Credit deductions cap.

We also advocate on the sector's behalf as part of the Commissioned Rehabilitative Services (CRS) Stakeholder Advisory Forum and as part of the Our Future Probation Service programme.

Our Area Engagement and Development team have continued to represent the voluntary sector at key strategic regional and local criminal justice and reducing re-offending boards to raise awareness of the challenges faced by the voluntary sector and promote and facilitate collaborative approaches to identify solutions.

Clinks continued to play a key convening role in the development of sector-wide responses to emerging policy issues. This year, we have supported in the formalisation of the Recall Reform Coalition, a group of Clinks members developing proposals to reform the recall process.

Member Spotlight: All Things Considered Theatre

All Things Considered Theatre is a socially engaged theatre company working with and for communities to spark change. Their work blends creative storytelling with systemic impact, using theatre not only to prompt personal reflection but also to inform policy and transform practice. Through immersive, story-led experiences, they invite audiences to connect more deeply with lived realities and consider new possibilities for reform.

One of their most powerful productions, 8 Hours There and Back, has had a significant impact both inside and outside the prison system. This verbatim piece explores the overlooked experiences of children affected by parental imprisonment. The most common audience response has been: "I'd never thought of the children."

By bringing these stories to the fore, the piece has challenged assumptions, shifted perspectives, and influenced professional practice within prisons. It has also raised public awareness and supported the wider movement for criminal justice reform. 8 Hours There and Back stands as a compelling call for empathy and change, highlighting the collateral impact of punishment and the need for a more compassionate system.

When asked what they have found most valuable about being a Clinks member, they said:

"Being able to link with others and share our work with a whole group of people who, like us, are determined to make positive change."
Emma Bramley, All Things Considered Theatre

Image Credit: Brian Roberts

Next year we will...

By 2026 we will have continued to provide dedicated support to the voluntary sector through our experienced staff team, to ensure that our members are included in every aspect of Clinks wider programme and identity.

1

We will increase Clinks' place-based support to ensure the voluntary sector and people with lived experience are involved in opportunities. To share expertise to shape and design area-specific criminal justice strategic and operational priorities, and increase engagement with prisons and probation services at a time of change.

2

Provide greater opportunities to promote and showcase the sector and its work across criminal justice agencies and to commissioners, practitioners and decision makers through our communications and platforms, including social media, case studies, blogs and events.

3

Through greater collaboration with infrastructure bodies, funders and statutory sector services we will ensure the sector's work is connected to wider systems and support, enhancing capacity and capability of the sector as an equal partner in the delivery of services and support throughout the criminal justice system.

4

We will facilitate a range of forums, networks and roundtable opportunities, that are responsive to opportunities and need and which reflects the realities of small and specialist organisations, working with others to develop and facilitate joint approaches to enable shared knowledge and experiences, peer support and learning to influence change.

Developing

Developing

Clinks introduced its new strategy for 2025-2030 focusing Clinks on its original vision and mission – supporting the voice of the voluntary sector. We do this by coordinating, connecting, leading and informing. We will continue to increase the number of organisations we are supporting, focusing on small and specialist organisations.

We have retained our core staff team who have exemplary skills and expertise to support the sector, and we have begun to design our new income and impact strategy which will focus on diversification of income streams and strengthening our self-generation model. We continue to support and be an ally for working with an anti-racist focus and will always champion the right approach.

Membership

570 members

530 full members
12 individual associates
3 organisational associates
25 branch and project members

Throughout 24-25, Clinks has continued to strengthen its membership base, supporting a diverse range of voluntary organisations working within the criminal justice system. We started the year with 514 members and concluded with 570, reflecting a steady increase in membership throughout the year.

57%
of members qualify for bursary membership

Clinks remains committed to supporting smaller organisations and those working with underrepresented groups. Over half (57%) of our members qualified for bursary membership, which is available to organisations with an income under £250k or to specialist organisations with an income of £250k-£500k. This includes 27 specialist organisations working with groups such as racially minoritised people, women, and those with lived experience in leadership roles.

276
members have an annual income under £250k

Additionally, 276 members had an annual income under £250k, highlighting the vital role that smaller organisations play in the voluntary sector. As we continue to grow our membership, we will maintain our focus on providing targeted support and amplifying the voice of the sector within the criminal justice system.

27
specialist bursary members

Member Advisory Forum

Throughout the 2024-25 financial year, Clinks' Member Advisory Forum has provided valuable insights, feedback, and strategic guidance across several key areas. The forum discussed Clinks' State of the Sector research, exploring ways to capture more diverse perspectives and address underrepresented areas such as youth services and prevention/diversion work, and were integral to our strategy development process.

The forum also contributed to shaping Clinks' Evidence Library, identifying priority themes like prison education, young adults in the criminal justice system, and the impact of trauma. There was particular interest in expanding the focus to include neurodiverse populations and individuals with lived experience.
Capacity building and workforce resilience emerged as central themes, leading to the delivery of a successful event, "Building a Resilient Workforce," featuring members' lived experiences and practical strategies.

The forum also engaged in discussions around Clinks' strategy development, highlighting the need for targeted support for smaller organisations and aligning with emerging sector challenges, such as funding uncertainties and the impact of early release schemes on resettlement.

Looking forward, the forum will continue to advise on areas such as capacity building for small and specialist organisations and enhancing Clinks support to better serve members' needs. We are hugely grateful for their time and insights.

Developed funder relationships and secured income

Whilst Clinks will continuously nurture existing relationships with philanthropic Trusts and Foundations for our work and on behalf of the sector, we have continued to explore the scope of income diversification within our income generation. Clinks Consultancy had huge success this year through its support to the Worshipful Company of Weavers, particularly with the partnership event held titled 'Justice and Women: A New Direction'. Clinks are continuing their consultancy support to the Weavers with their competition launch for a consortium to provide advice to shape the justice experience of many women in the 25-26 year.

Despite the challenging fundraising landscape for Clinks and our sector, we are committed to ensuring the sustainability of Clinks' work. Within the 24-25 year, we are grateful to have been granted a one-year extension from the Department of Health and Social Care for our Health and Wellbeing Alliance work; a grant from MOPAC for our work in London; and a grant from the Criminal Justice Board for Wales to deliver the Community Engagement Network. Clinks are very grateful to have been awarded the HMPPS / MoJ Infrastructure grant for the next 5-years; a 2-year grant from the Barrow Cadbury Trust for our policy work; a 3-year unrestricted grant from The Bromley Trust; a one-year extension from the City Bridge Foundation for our London work; and an unrestricted grant from The Aurum Charitable Trust. 2024-25 also saw the continuation of the Lloyds Bank Foundation for England and Wales and Barrow Cadbury Trust funded Q-SEED Partnership.

Core Team

The year 2024-25 at Clinks began with the continuance of working as a remote team. There was a commitment from last year to make sure we focused on bringing the team together in person, and we have successfully accomplished this. We held a successful in-person day jointly led by our Business Team and external HR consultant, with a focus on lived experience of the criminal justice system. As a consequence, employee circle groups were established to look at different areas for improvement in the employee journey, with a specific focus on how we support lived experience.

The 2024-25 year encompassed a lot of organisational change for Clinks. We completed a restructure modelled upon the successful HMPPS infrastructure bid and its new deliverable requirements. For the next financial year we will have a departmental focus on regional and national areas of work in line with the new infrastructure grant.

A need was identified for focus for line management training development and support and a better bottom-line standard support for everyone overall. Subsequently, we have outsourced an HR consultant as an ad hoc option for HR guidance and support. We also renewed our Employee Assistance Programme (EAP) service as an additional support offer for our staff. Clinks continue to offer monthly well-being days to our staff promoting good mental health and keeping the work/life balance needs as a top priority. This also assists in staff sickness levels remaining at a low number.

Clinks hosted a triumphant annual conference bringing together our dedicated members, along with our staff. The day was hugely beneficial with networking and sharing of ideas, concepts and thoughts by way of specified, RR3-focused workshops. The Annual General Meeting (AGM) was held at the end of the conference in which we introduced our new strategy to 2030 'Leading for Change'.

Clinks ended the year strongly with our very own CEO, Anne Fox, announced as a member on the Women's Justice Board, being a strong advocate for women in contact with the Criminal Justice System (CJS) and their families.

Clinks Staff

When recruiting both staff and trustees we continued to actively encourage people with protected characteristics and lived experience of the criminal justice system to apply. We also offered alternative methods of applying to ensure our processes are inclusive and accessible.

64%
identify as racially minoritised

13%
identify as neurodivergent

25%
are under 34 years old

31%
have lived experience of the CJS

25%
have a disability

63%
are female

Clinks board of Trustees

27%
identify as racially minoritised

20%
identify as LGBTQ

30%
are under 34 years old

50%
have lived experience of the CJS

20%
have a disability

70%
are female

The Board of Trustees has continued to show their dedicated support and commitment to our cause. We were delighted to onboard four new trustees to our Board, and recruit our newly elected Chair Mandy Mahil. We produced a blog in collaboration with Mandy for her to share her personal experience with Clinks, and what she is most looking forward to.

We recently had an in-person day for both the staff of Clinks and the Board. This day was beneficial in allowing all parties to join and share skills and knowledge, along with connections to not only better utilise our skills set but to produce better outcomes through our hard work.

Anti-racism

In this year we gave Clinks' support wherever useful to partners in the Q-SEED programme. Through Q-SEED not only do we aim to grow a cohort of by and for leaders, but also model ways that organisations like Clinks can be better allies to by and for organisations and movements.

We have sought out challenge and given platforms to emerging leaders from by and for organisations. This included giving prominence to global majority women in the development of the women's justice summit with the Worshipful company of Weavers.

We are providing strategic advice to a ESRC ADR UK fellowship examining cumulative disadvantage in the Criminal Justice System and will use this work to support the broader voluntary sector in criminal justice to adapt working practices, learn and unlearn.

In developing our future strategy, we wanted to ensure anti-racist was at the heart. In doing so we are committed to working in partnership, or as allies to others, wherever possible. We wish to cede power recognising where we have it.

In the 2024-25 year we have decided to change how we deliver support services to organisations led by and for racially minoritised people. In bidding for the HMPPS infrastructure grant, we have partnered with Black Men 4 Change who will challenge, support and lead us in better serving the needs of this community.

Member Spotlight: Friends, Families and Travellers

Friends, Families and Travellers (FFT) is a leading national charity working to end racism and discrimination against Gypsy, Roma and Traveller people and to protect the nomadic way of life. Through direct support, systemic advocacy, and public education, FFT empowers individuals, challenges inequality, and builds a more just and inclusive society. Their work celebrates the rich histories, cultures and contributions of Gypsy, Roma and Traveller communities, while tackling the root causes of disadvantage and exclusion.

For the past two years, FFT has led a criminal justice research project funded by the Barrow Cadbury Trust. "Trapped in the Turnstile" explores the lived experiences of young Gypsy, Roma and Traveller people at every stage of the criminal justice system. The main phase of research included focus groups in 19 prisons across England and Wales, reaching over 90 individuals. The resulting report foregrounds their voices—often overlooked—and is already influencing policy and practice across HMPPS, the police, and the wider sector.

In March, FFT joined a roundtable with Lord Timpson and continues to advise HMPPS on its Gypsy, Roma and Traveller Strategy. They plan to begin work on implementing key recommendations from Trapped in the Turnstile in autumn 2025.

When asked what they have found most valuable about being a Clinks member, they said:

"We have been able to share the findings of our Trapped in the Turnstile research with other Clinks members, in lunchtime briefings and to the Race Equality Network in Cymru, helping to raise the issues faced by Gypsy, Roma and Traveller people to a wider audience working across the CJS."

Sam Worrall, Friends, Families and Travellers

FRIENDS, FAMILIES & TRAVELLERS

Image Credit: Anita Tremain

Next year we will...

By 2026 we will have designed and initiated the integration of our new income and impact strategy. Income diversification must be our main priority, and we look forward to nurturing ongoing relationships as well as forging new ones in new spaces. Alongside this exciting piece of work will be the development of Clinks new people strategy – human being focused and designed to not only enhance our care and support for our entire team; our focus on lived experience of the criminal justice system will be strengthened, and we will stand as a voice in the sector alongside allies. It is a positively challenging year ahead with a new model balancing regional delivery with national networks and enhancing all of our external facing elements with strong underpinning.

1

Clinks will develop and implement an Income and Impact Strategy. This will be in a planning phase for Q1 with milestone markers throughout the year in terms of making progress through our six objectives, ensuring we are capturing our impact all the way through.

We will develop and implement our new People strategy. Alongside this we will launch our new network of networks for lived experience leaders.

2

3

We will work together to ensure that our new model and ways of working enhance all of our external facing work. With particular focus on the expansion of our regional delivery in line with the OneHMPPS model.

CLiNKS
Supporting the voluntary sector working in the criminal justice system

National Criminal Justice Arts Alliance

Financial Review

Financial Review

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP) applicable to charities preparing their accounts in accordance with FRS 102.

Our 24/25 financial year has been a focused and positive approach to a number of challenges presented to us both internally and externally. We have navigated a potentially difficult period of change and took the decision to adjust our financial practices with reliance upon a reduced business team and utilising outsourced financial support.

We started the year with a deficit budget of £107,065 in April 2024, following a confirmation review of our free reserves. The board agreed to the deficit knowing the income diversification focus was under way, and understanding that the organisation has a few restricted funding opportunities coming to an end after receiving various one year restricted funding grants.

We concluded March 2025 with a reserves balance of £279,341 making up the majority of our free reserves. We concluded the year with an unrestricted funds deficit of -£16,927 which we are pleased to have achieved considering the challenge at the start of the year. We undertake our financial planning with care and consideration of our staff at the forefront and were pleased to be able to offer a 2% pay increment in this year. We acknowledge this does not represent the rising costs for society and it is not reflective of how valuable we know our team to be.

Clinks has successfully met all funder deliverables in this financial year and was able to enjoy two extension years for our Health and Wellbeing Alliance project and our City Bridge Foundation – London Development Officer role. We continued to focus on driving new income streams and started our consultancy service with a highly successful partnership project with the Worshipful Company of Weavers.

Clinks' reserves levels ensure that we hold appropriate levels to remain financially stable. Our Board and Senior Leadership Team completed a review of our reserves in April 2024, confirming our required level for the 24/25 financial year to be £265,000. We have built in an annual review of our policy and levels.

The support of our funders is, and always will be, invaluable to Clinks. We must acknowledge the relationships that are long standing and built on respect and trust that we will always utilise the funds to continue to support our members and the sector as a whole. This vital funding allows Clinks to continue to effect positive change through its new strategy for 25-29 leaning on four aspects that we consider vital for us as an infrastructure organisation: Connect, Lead, Co-ordinate and Inform. This ensures our focus is on people in the criminal justice system by supporting a vibrant and resilient voluntary sector, and by working with our members to influence policy.

Principle risks and uncertainties

Clinks leadership team started the year with active planning for the new infrastructure bid and a re-model design that would fit our budget requirements. We benefitted from engagement with our full staff team at an away day that focused on our line management support, skills and training needs. We continued a strong focus on lived experience of the criminal justice system through a recruitment and onboarding lens, with another away day in the autumn. We followed up with hosting a funder event at HMPS ISIS, our annual conference in December and a strong partnership event with the Weavers in January focusing on women in criminal justice. We concluded the financial year with our event "Art of the matter" – a collaboration of our Arts Alliance and Families network colleagues.

The Finance and Human Resources Committee welcomed new attendees from our Board and continued its much-valued work in supporting the full Board in the overall management of Clinks' finance, risk, HR and internal business matters.

Clinks' trustees acknowledge their responsibility for identifying and managing the risks to which the charity is exposed. Quarterly reviews of the risk register ensure that the trustees are well informed to arrive at a set of parameters and decisions for the amount of risk they consider to be acceptable. This includes reviewing staff turnover by ensuring that we analyse exit interviews and introducing staff surveys to ensure that we can minimise staff turnover. We have quickly built a good working relationship with our external accountants and external HR partner to provide robust support to a smaller, but fully functioning, business team.

The Trustees continue to examine the level of risk for Clinks on various matters each quarter. However, the largest risk for the 24/25 year was the ability to secure the Infrastructure Grant from HMPPS. We are delighted to have received confirmation that we will receive the new grant from 25-29. This will be increased significantly in value and duration, being a four-year grant instead of three as it has been previously.

Our other risk areas that we have worked on for this year include failing to achieve a balanced budget, concern about limited funding opportunities, reduced operational capacity due to staff turnover, personnel changes affecting external reputation and independence to be able to speak truth to power. With confidence, we have successfully maintained firm management of these elements and the risk of these remains low.

Reserves policy and going concern

Our reserves policy sets out our required amount to hold based on levels of risk regarding our funding future. Our current level of risk is low and the policy sets out how to calculate our required level of reserves based on number of staff, contribution to overheads, wind down costs and redundancy. Our level of reserves required for the 24/25 year is £265,000.

Clinks has been navigating changing policy priorities and we have been adjusting our response for support to the sector. We enter the next financial year with optimism. We are pleased to have secured a further years funding for our Health and Wellbeing project and for our London Development Officer role from Department of Health and Social Care (DoHSC) and City Bridge Foundation respectively, as well as an increased funding grant from MOPAC.

The reserves policy was reviewed in April 2024 against the backdrop of being a fully remote organisation and having a smaller staff contingent. We have seen a reduction in our redundancy liability and as a result we were able to reduce our reserves to support what has been a challenging year financially. In 25/26 we will complete a further review of the policy to consider various levels of risk and scenario planning.

Statement on fundraising practices

Clinks holds fundraising targets for charitable trusts, statutory sources and income generation from consultancy and traded activity. We have not historically, nor in this financial year, fundraised from the general public. We do occasionally ask for donations from our members by email but never through telephone or face-to-face appeals. We sometimes use professional fundraisers to provide additional capacity for writing funding applications. Clinks keeps abreast of applicable fundraising regulation and compliance codes. We have never received a complaint about our fundraising activities.

Structure, governance and management

Clinks is governed by a Board of Trustees, which consists of at least eight members elected by members of the charity and up to four people who may be co-opted by the Board of Trustees. The Board of Trustees co-opts additional members to ensure a diverse board with the right mix of skills and experience. Clinks has a Finance and Human Resources committee which meets quarterly to discuss key finance and human resources (HR) issues and reports back to the Board of Trustees. It is chaired by the Treasurer. Clinks' business model now has expertise in-house for business functions such as Finance, Governance and fundraising, and is now outsourcing additional Finance and HR support overseen by the Director of Business Operations with expertise added by Clinks' Treasurer.

The organisation is a charitable company limited by guarantee, incorporated on 12 May 1998 and registered as a charity on 5 March 1999.

Appointment of trustees

The board said goodbye to our long standing Chair- Roma Hooper in November and welcomed our new Chair-Mandy Mahil. Roma is an incredible person and we thank her for the time and effort she has given to Clinks. Mandy will undoubtedly be an inspiring leader for our board and we are excited for the path ahead.

We also said goodbye to our Trustees Simon Ruding and Maisie Hulbert. Much appreciation is felt for them both and the expertise they brought to Clinks.

Trustee induction and training

New trustees are given a copy of the Clinks Trustee Handbook, which includes a range of key documents, including the articles of association, recent accounts, the business plan and minutes of previous meetings. New trustees meet with the CEO and key staff to discuss their role and priorities and to better understand their skills and interests and how these apply to our shared goals. We shall seek to recruit new Trustees for the 25/26 years after completing a skills audit.

Remuneration policy for key management personnel

Clinks aims to have a reward strategy which attracts, rewards and retains staff. Clinks aims to pay a starting salary at the median for relevant comparators, subject to affordability. The salaries and benefits Clinks offer to its staff, including to the senior management team and CEO are intended to be:

- As equitable as possible
- Transparent and understood by staff
- Market relevant but not market driven
- Cost effective and affordable.

Starting salary and increments

Posts are advertised at the base rate, with one increment awarded after one year's service and after five years' service. Clinks' salaries are informed by the NJC salary scale and Clinks will aim to implement their cost-of-living award annually (subject to affordability). The Finance and HR committee oversee the salary policy.

Statement of responsibilities of the trustees

The trustees (who are also directors of Clinks 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 and statements of recommended practice 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 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. They 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. In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- 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 corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2025 was eight (in 2024 it was eight).The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Auditors Sayer Vincent LLP were re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 18 November 2025 and signed on their behalf by:

Simon Alsop

Simon Alsop (Nov 19, 2025 16:01:27 GMT)

Simon Alsop

Treasurer

Independent auditor's report

Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2025 and of its 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 charitable 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 relation 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 Clinks' 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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinion 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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, 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 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 charitable 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 the 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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the board of trustees, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:

  » Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  » Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  » The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities

This description forms part of our auditor's report.

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. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Sayer Vincent LLP

Jonathan Orchard (Senior statutory auditor)
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane London, EC1Y 0TG
18 November 2025

Financial statements

Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Charitable activities							
Support, representation and promotion	2	67,500	982,086	**1,049,586**	168,466	985,235	1,153,701
Other trading activities	3	69,948	-	**69,948**	77,973	-	77,973
Interest	4	7,269	-	**7,269**	1,906	-	1,906
Total income		144,717	982,086	**1,126,803**	248,345	985,235	1,233,580
Expenditure on:							
Charitable activities							
Support, representation and promotion	5a	161,644	982,086	**1,143,730**	267,508	1,000,525	1,268,033
Total expenditure		161,644	982,086	**1,143,730**	267,508	1,000,525	1,268,033
Net (expenditure) for the year	6	(16,927)	-	**(16,927)**	(19,163)	(15,290)	(34,453)
Transfers between funds		-		**-**	-	-	-
Net movement in funds		(16,927)	-	**(16,927)**	(19,163)	(15,290)	(34,453)
Reconciliation of funds:							
Total funds brought forward		296,268	-	**296,268**	315,431	15,290	330,721
Total funds carried forward		279,341	-	**279,341**	296,268	-	296,268

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16a to the financial statements.

Balance sheet
as at 31 March 2025

	Note	2025		2024	
		£	£	£	£
Fixed assets:					
Tangible assets	11		**2,617**		7,778
Current assets:					
Debtors	12	**162,385**		156,334	
Short term deposit		**-**		200,060	
Cash at bank and in hand		**190,153**		67,442	
		352,538		423,836	
Liabilities:					
Creditors: amounts falling due within one year	13	**75,814**		135,346	
Net current assets			**276,724**		288,490
Total net assets			**279,341**		296,268
The funds of the charity:	16a				
Restricted income funds			**-**		-
Unrestricted income funds:					
General funds		**279,341**		296,268	
Designated funds		**-**		-	
Total unrestricted funds			**279,341**		296,268
Total charity funds			**279,341**		296,268

Approved by the management committee on 18 November 2025 and signed on its behalf by:

Simon Alsop

Simon Alsop (Nov 19, 2025 16:01:27 GMT)

Simon Alsop

Treasurer

Clinks is a registered charity no. 1074546 and a company limited by guarantee, registered in England and Wales no. 3562176.

Statement of cash flows
for the year ended 31 March 2025

Reconciliation of net income / (expenditure) to net cash flow from operating activities	2025	2024
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**(16,927)**	(34,453)
Depreciation charges	**5,161**	5,161
Dividends and interest from investments	**7,269**	1,906
(Increase)/decrease in debtors	**(6,051)**	(87,947)
Increase/(decrease) in creditors	**(59,532)**	(19,923)
Net cash provided by / (used in) operating activities	**(70,080)**	(135,256)

	Note	2025		2024	
		£	£	£	£
Cash flows from operating activities					
Net cash provided by / (used in) operating activities			**(70,080)**		(135,256)
Cash flows from investing activities:					
Dividends and interest from investments		**(7,269)**		(1,906)	
Purchase of fixed assets		**-**		-	
Net cash (used in) investing activities			**(7,269)**		(1,906)
Change in cash and cash equivalents in the year			**(77,349)**		(137,162)
Cash and cash equivalents at the beginning of the year			**267,502**		404,664
Cash and cash equivalents at the end of the year	17		190,153		267,502

Notes to the financial statements

For the year ended 31 March 2025

1. Accounting Policies

a) Statutory information

Clinks is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is 82a James Carter Road, Mildenhall, Bury St Edmunds, IP28 7DE.

b) Basis of preparation

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), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015/March 2018) and the Companies Act 2006/Charities Act 2011.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Clinks has taken a deliberately prudent approach in reserves planning to ensure smoothing over austere and uncertain times.

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.

e) 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.

f) 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.

g) 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.

h) Expenditure and irrecoverable VAT

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 charitable company 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 delivering services and other activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) 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, is apportioned based on the estimated staff time attributable to each activity.

- Projects 93%
- Support costs 6%
- Governance costs 1%

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.

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £150. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Computer four years

k) 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.

l) Cash at bank and in hand

Cash at bank and cash 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.

m) 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.

n) Financial instruments

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.

o) Pensions

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.

2. Income from charitable activities

	2025				2024		
	Unrestricted	Restricted	**Total**		Unrestricted	Restricted	Total
	£	£	**£**		£	£	£
Grants	67,500	982,086	**1,049,586**		168,466	985,235	1,153,701
Total income from charitable activities	67.500	982,086	**1,049,586**		168,466	985,235	1,153,701
Restricted grants consist of:							
Barrow Cadbury Trust	-	53,000	**53,000**		-	53,000	53,000
HM Prison and Probation Service / Ministry of Justice - Infrastructure Grant	-	574,600	**574,600**		-	550,000	550,000
City Bridge Foundation	-	54,750	**54,750**		-	53,274	53,274
Criminal Justice in Wales (CJiW)	-	16,500	**16,500**		-	19,311	19,311
Arts Council England	-	66,196	**66,196**		-	66,196	66,196
Making Every Adult Matter (MEAM)	-	-	**-**		-	9,374	9,374
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	96,440	**96,440**		-	108,680	108,680
Porticus Family	-	74,600	**74,600**		-	75,400	75,400
City Bridge Foundation - Good Prisons Project	-	46,000	**46,000**		-	50,000	50,000
Sub-total	-	982,086	**982,086**		-	985,235	985,235

3. Income from other trading activities

	2025				2024		
	Unrestricted	Restricted	**Total**		Unrestricted	Restricted	Total
	£	£	**£**		£	£	£
Membership fees	36,893	-	**36,893**		36,333	-	36,333
Associate membership fees	-	-	**-**		275	-	275
Consultancy Fees Earned	17,416	-	**17,416**		2,250	-	2,250
Paid listings	3,975	-	**3,975**		3,450	-	3,450
Events and Training	10,190	-	**10,190**		25,867	-	25,867
Donations	-	-	**-**		1,000	-	1,000
Other income	1,474	-	**1,474**		8,798	-	8,798
Sub-total	69,948	-	**69,948**		77,973	-	77,973

4. Income from investments

	2025				2024		
	Unrestricted	Restricted	**Total**		Unrestricted	Restricted	Total
	£	£	**£**		£	£	£
Interest receivable	7,269	-	**7,269**		1,906	-	1,906
Sub-total	7,269	-	**7,269**		1,906	-	1,906

5a. Analysis of expenditure

	Direct cost of activities	Grant funding of activities	Support costs	Governance costs	**2025 Total**		**2024 Total**
	£	£	£	£	**£**		£
Grants and partnership payments made (note 6)							-
Salaries	968,779	-	-	-	**968,779**		1,001,392
Travel and subsistence for staff	18,134	-	515	918	**19,567**		41,517
Fees for freelance workers	41,797	-	-	-	**41,797**		65,833
Premises costs	-	-	12,394	-	**12,394**		9,517
Office costs	-	-	24,783	-	**24,783**		44,097
Subscriptions	-	-	2,421	-	**2,421**		9,243
Newsletter and publications	-	-	-	-	**-**		5,939
Training for staff and volunteers	-	-	216	-	**216**		35
Depreciation	-	-	5,161	-	**5,161**		5,161
Conference costs	10,507	-	-	-	**10,507**		11,623
Professional fees	-	-	14,586	-	**14,586**		11,312
Audit fees	-	-	-	12,360	**12,360**		10,080
Network development	-	-	-	-	**-**		10,000
Partnership Involvement	5,099	-	-	-	**5,099**		4,000
Bank charges and interest	-	-	658	-	**658**		4,697
Meeting costs	-	-	-	-	**-**		723
Management Committee Costs	-	-	-	-	**-**		201
Website development/maintenance	-	-	24,722	-	**24,722**		24,058
Partners staff fees	680	-	-	-	**680**		-
Digital media - licences	-	-	-	-	**-**		8,605
Sub-total	1,044,996	-	85,456	13,278	**1,143,730**		1,268,033

Of the total expenditure £161,644 (2024: £267,508) was unrestricted and £982,087 (2024: £1,000,525) was restricted.

5b. Analysis of expenditure (prior year)

	Direct cost of activities	Grant funding of activities	Support costs	Governance costs	2024 Total
	£	£	£	£	**£**
Grants and partnership payments made (note 6)	-	-	-	-	**-**
Salaries	1,001,392	-	-	-	**1,001,392**
Travel and subsistence for staff	41,266	-	-	251	**41,517**
Recruitment costs	-	-	-	-	**-**
Fees for freelance workers	63,133	-	2,700	-	**65,833**
Premises costs	-	-	9,517	-	**9,517**
Office costs	-	-	44,097	-	**44,097**
Subscriptions	-	-	9,243	-	**9,243**
Newsletter and publications	-	-	5,939	-	**5,939**
Training for staff and volunteers	-	-	35	-	**35**
Training for beneficiaries	-	-	-	-	**-**
Depreciation	-	-	5,161	-	**5,161**
Conference costs	11,623	-	-	-	**11,623**
Professional fees	3,682	-	7,630	-	**11,312**
Network development	10,000	-	-	-	**10,000**
Rates light and heat	4,000	-	-	-	**4000**
Audit fees	-	-	-	10,080	**10,080**
Bank charges and interest	-	-	4,697	-	**4,697**
Meeting costs	723	-	-	-	**723**
Management Committee Costs	-	-	201	-	**201**
Website development / maintenance	-	-	24,058	-	**24,058**
Partners staff fees	-	-	-	-	**-**
Digital media - licences	-	-	8,605	-	**8,605**
Sub-total	1,135,819	-	121,883	10,331	**1,268,033**

6. Net income / (expenditure) for the year

This is stated after charging / (crediting):	2025	2024
	£	£
Depreciation	**5,161**	5,161
Auditor's remuneration (excluding VAT):		
Audit	**10,300**	8,400

7. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:	2025	2024
	£	£
Salaries and wages	**824,710**	854,352
Redundancy costs	**11,000**	-
Social security costs	**83,903**	92,874
Pension contributions and other employee benefits	**49,166**	54,166
	968,779	1,001,392

The following number of employees received salary and employee benefits (excluding employer pension costs) during the year between:	2025	2024
	No.	No.
£60,000 - £69999	-	1

The total employee benefits including pension contributions of the key management personnel were £258,067 (2024: £291,903). The Leadership Team comprised of the CEO, DCEO plus 2 key employees.
The charity trustees were not paid or received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).
Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £918 (2024: £251).

8. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:	2025	2024
	No.	No.
Projects	**16**	16
Support	**6**	9
	22	25

9. Related party transactions

There are no related party transactions to disclose for 2025 (2024: none).
There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

10. Taxation

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

11. Tangible fixed assets

	Computer equipment	Total
	£	£
Cost or valuation		
At the start of the year	92,855	**92,855**
Additions in year	-	**-**
Disposals in the year	(88,499)	**(88,499)**
At the end of the year	4,356	**4,356**
Depreciation		
At the start of the year	85,078	**85,078**
Charge for the year	5,161	**5,161**
Eliminated on disposal	(88,499)	**(88,499)**
At the end of the year	1,740	**1,740**
Net book value		
At the end of the year	2,617	**2,617**
At the start of the year	7,778	**7,778**

All of the above assets are used for charitable purposes. The disposal of assets relates to charity owned furniture, computer equipment and machines used to furnish offices and either disposed of for nil value or donated to charitable causes for nil remuneration. Clinks no longer holds any additional assets in store.

12. Debtors

	2025	2024
	£	£
Trade debtors	**2,500**	15,124
Accrued Income	**159,885**	137,583
Other debtors	**-**	2,125
Prepayments	**-**	1,502
	162,385	156,334

13. Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	**-**	2,940
Taxation and social security	**6,855**	64,272
Other creditors	**693**	2,930
Accruals	**26,802**	47,029
Deferred income	**41,464**	18,175
	75,814	135,346

14. Deferred income

Deferred income comprises membership and grant income received during the year for use in 2024/2025	2025	2024
	£	£
Balance at the beginning of the year	**18,175**	20,240
Amount released to income in the year	**(18,175)**	(20,240)
Amount deferred in the year	**41,464**	18,175
Balance at the end of the year	**41,464**	18,175

15a. Analysis of net assets between funds (current year)

	General unrestricted	Restricted	**Total funds**
	£	£	**£**
Tangible fixed assets	2,617	-	**2,617**
Net current assets	276,724	-	**276,724**
Net assets at the end of the year	**279,341**	-	**279,341**

15b. Analysis of net assets between funds (prior year)

	General unrestricted	Restricted	**Total funds**
	£	£	**£**
Tangible fixed assets	7,778	-	**7,778**
Net current assets	288,490	-	**288,490**
Net assets at the end of the year	296,268	-	**296,268**

16a. Movements in funds (current year)

	At 1 April 2024	Income & gains	Expenditure & losses	Transfers	At 31 March 2025
	£	£	£	£	£
Restricted funds:					
National Criminal Justice Arts Alliance	-	66,196	(66,196)	-	-
Criminal Justice in Wales Board	-	16,500	(16,500)	-	-
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	96,440	(96,440)	-	-
City Bridge Foundation	-	54,750	(54,750)	-	-
City Bridge Foundation - Good Prisons Project	-	46,000	(46,000)	-	-
Porticus Family	-	74,600	(74,600)	-	-
Ministry of Justice – Infrastructure	-	574,600	(574,600)	-	-
Barrow Cadbury Trust – Policy Engagement	-	53,000	(53,000)	-	-
Total restricted funds	-	982,086	(982,086)	-	-
Unrestricted funds:					
Total Unrestricted funds	296,268	144,717	(161,644)	-	**279,341**
Designated Funds:					
	-	-	-	-	-
Total unrestricted funds	296,268	144,717	(161,644)	-	**279,341**
Total funds	296,268	1,126,803	(1,123,730)	-	**279,341**

16b. Movements in funds (year prior)

	At 1 April 2023	Income & gains	Expenditure & losses	Transfers	At 31 March 2024
	£	£	£	£	£
Restricted funds:					
National Criminal Justice Arts Alliance	15,290	66,196	(81,486)	-	-
Criminal Justice in Wales Board	-	19,311	(19,311)	-	-
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	108,680	(108,680)	-	-
Making Every Adult Matter – Policy	-	9,374	(9,374)	-	-
City Bridge Trust	-	53,274	(53,274)	-	-
City Bridge Foundation - Good Prisons Project	-	50,000	(50,000)	-	-
Porticus Family	-	75,400	(75,400)	-	-
Ministry of Justice – Infrastructure	-	550,000	(550,000)	-	-
Barrow Cadbury Trust – Policy Engagement	-	53,000	(53,000)	-	-
Total restricted funds	15,290	985,235	(1,000,525)	-	-
Unrestricted funds:					
Total Unrestricted funds	315,431	248,345	(267,508)	-	**296,268**
Designated Funds:					
	-	-	-	-	-
Total unrestricted funds	315,431	248,345	(267,508)	-	**296,268**
Total funds	330,721	1,233,580	(1,268,033)	-	**296,268**

16c. Purposes of restricted funds

National Criminal Justice Arts Alliance

Clinks is working with a range of different organisations to improve policies and practice in relation to arts-based work with people with a lived experience of the criminal justice system and their families. This includes developing the Arts Alliance as the main national network for arts organisations that work in the criminal justice system.

City Bridge Foundation - Bridging Divides London

Funding for the London Development Officer to develop expertise on the voluntary sector working in criminal justice in London, its strengths and weaknesses and its challenges and opportunities; Provide a range of support to the sector, including a comprehensive programme of information; Ensuring the London sector's voice is heard and its important work is recognised, at both regional and national level: supporting partnerships within and between sectors.

City Bridge Foundation - Good Prison Project

Funding to deliver the Good Prison Project in HMP Isis which includes a specific voluntary sector coordinator stationed at the prison to facilitate better ways of working between the prison and the voluntary sector in order to provide best possible opportunities for the men at HMP Isis.

Porticus - Families Network

Porticus has funded the creation of Clinks' specialist Family Support network which includes specialist organisations who support families of individuals in the criminal justice system and this is building momentum.

Criminal Justice in Wales Board

Funding from the Criminal Justice in Wales Board to deliver the Community Engagement Network which enables the Criminal Justice System Anti-Racist Action Plan to be effectively progressed.

Health Work

Clinks is part of the VCSE Health and Wellbeing Alliance, funded by the Department for Health and Social Care. The Alliance is a partnership between sector representatives and the health and care system. Clinks focuses on matters relating to health and justice.

Policy Engagement

To support Clinks' senior level policy and political engagement work.

Infrastructure Fund - HM Prison and Probation Service / Ministry of Justice

A strategic grant from the Criminal Justice Group to deliver outcomes in relation to representation and voice, communication and partnership working.

17. Analysis of cash and cash equivalents

	At 1 April 2024	**Cash flows**	**At 31 March 2025**
	£	£	**£**
Cash at bank and in hand	67,442	122,711	**190,153**
Notice deposits (less than three months)	200,060	(200,060)	**-**
Total cash and cash equivalents	267,502	(77,349)	**190,153**

18. 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.

Reference and administrative information

Company number: 3562176
Charity number: 1074546
Registered office and operational address: 82A James Carter Road, Mildenhall, Suffolk IP28 7DE
Country of registration: England and Wales
Country of incorporation: United Kingdom
Trustees: Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

- Amina Ditta
- Donna Everett
- Iona Macmillan-Douglas (co-opted April 2024, elected December 2024)
- Kelly Loftus
- Maisie Hulbert (resigned September 2024)
- Mandy Mahil (co-opted October 2024, elected December 2024)
- Michaela-Clare Addison (co-opted April 2024)
- Oliver Goodwin (co-opted December 2024)
- Olivia Patten (co-opted April 2024, elected December 2024)
- Roma Hooper OBE – Chair (resigned December 2024)
- Salim Baba
- Simon Alsop – Treasurer
- Simon Ruding (resigned December 2024)

Key management personnel: Anne Fox – Chief Executive Officer
Bankers: CAF Bank Limited, 25 Kingshill Avenue, West Malling, Kent ME19 4JQ
Auditor: Sayer Vincent LLP, Chartered Accountants and Statutory Auditor Invicta House, 110 Golden Lane, London EC1Y 0TG

Thank you to our funders

We would like to take this opportunity to thank all those who have donated to and supported our cause. Your support enables Clinks to continue providing vital infrastructure support and remain the backbone of the voluntary sector. Helping us to make sure that people in contact with the criminal justice system are supported by a voluntary sector that is vibrant, independent, and resilient. From all of us here at Clinks, thank you!

Clinks' funders throughout 2024-25 were:

AB Charitable Trust; Arts Council England; The Aurum Charitable Trust; Barrow Cadbury Trust; Bromley Trust; City Bridge Foundation; Criminal Justice Board for Wales; Department of Health and Social Care; HM Prison and Probation Service; Mayor's Office for Police and Crime; Ministry of Justice; Porticus UK.

AB Charitable Trust

Supported using public funding by Arts Council England

The Aurum Charitable Trust

Barrow Cadbury Trust

The Bromley Trust – Human Rights | Prison Reform

City Bridge Foundation

Cyfiawnder Troseddol yng Nghymru – Criminal Justice in Wales

Porticus

Mayor of London – Office for Policing and Crime

HM Prison & Probation Service

Department of Health & Social Care

Ministry of Justice

We would also like to thank our partners this year Q-SEED.

Join Clinks: be heard, informed, and supported

Are you a voluntary organisation supporting people in the criminal justice system?

Join our network of over 500 members. Clinks membership offers you:

- A voice to influence change
- Practical assistance to be effective and resilient
- Support from a community of like-minded professionals.
- Membership starts at just £80 per year and is free for small and specialist organisations. www.clinks.org/membership

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Clinks is a registered charity no. 1074546 and a company limited by guarantee, registered in England and Wales no. 3562176.

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Illustration credit: Jasmine Thomson

CLINKS

England & Wales - Charity number 1074546

Accounts

CLiNKS

Supporting the voluntary sector working in the criminal justice system

National Criminal Justice Arts Alliance

Clinks Annual Report & Financial Review 2023-2024

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Foreword

We welcome you all to our 23/24 annual report. Within this report, you will read about the activity Clinks undertook with and for the voluntary sector working with people in the criminal justice system across England and Wales and their families. It has been another year of changes and challenges, both internally and within our wider environment. As an infrastructure organisation we are always conscious of the impact that external factors have on our sector, and how what we do and how we work has an impact on organisations we work with.

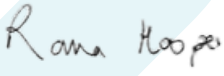
Our state of the sector analysis this year reflects the continuing resilience and determination of our sector, and we are committed to continuing to understand and meet sector need. A vibrant and resourceful voluntary sector is needed as much if not more than ever against the backdrop of statutory services at crisis point. People in and leaving the criminal justice system deserve better, and we firmly believe that our sector has a huge role to play in this. There are many highlights in this year and we hope that you will see the hard work and commitment between our team and the sector in working together. Among these highlights we were particularly pleased in this year to launch our families network with the support of Porticus, something we have wanted to develop with the sector for many years.

We were also delighted to be part of the winning consortium to gain funding from Lloyds Banks Foundation for England and Wales and Barrow Cadbury Trust to develop Q-SEED, leadership development for those in organisations run by and for racially minoritised people. In this year our very successful annual conference focused on making race and justice everyone's business, where we concentrated on learning how to be anti-racist and in doing so practicing powerful allyship.

In this year we have been focused on understanding what we do well and what we do differently. Our independent impact assessment challenged us to think about how we work because of the fundamental need for infrastructure support, especially for specialist organisations. We need to be here, in good times and bad, for organisations to be there for people who need their help to move on with their lives. We need to be secure, stable, robust and unwavering in our support. To do this we have been developing a new strategy to consider how we work differently so that we can have a broad reach and have an offer for anyone who needs us.

This is the last annual report we present to you as the team of Chair and Chief Executive Officer (CEO) of Clinks, as Roma steps down at the Annual General Meeting (AGM) at which this report will be presented. We are grateful to everyone who has helped us in this year- our teams of staff and trustees, our members, our partners and our funders.

Anne Fox,
CEO



Roma Hooper,
Chair of Trustees

CLiNKS

Supporting the voluntary sector working in the criminal justice system

National Criminal Justice Arts Alliance

Annual Report

Our Charity

Our vision

A vibrant, independent and resilient voluntary sector that enables people to transform their lives.

Our mission

To support, represent and advocate for the voluntary sector in criminal justice, enabling it to provide the best possible opportunities for individuals and their families.

Our Values

- Our members - Voluntary organisations play an essential role at the heart of our criminal justice system.
- Using evidence - In order to improve the system we must amplify the voices of voluntary organisations working in criminal justice.
- Involving service users - We are committed to supporting the effective involvement of people with lived experience of the criminal justice system to inform policy and practice.
- People's capacity to change - We believe that every individual should have the right support so they can transform their lives.
- Equality - We proactively identify and tackle disadvantage, discrimination, and inequality in our criminal justice system.
- Inclusivity - We strive to be approachable, accessible, inclusive, and collaborative.

2023-24 strategic goals

Understanding

By 2024 we will increase and improve the knowledge and understanding of the role and value of voluntary organisations, especially small and specialist ones, among criminal justice system practitioners

Connecting

By 2024 we will have improved our members' sense of connectedness to us and their ability to get the information, advice and resources they need. Organisations will have access to support they find useful in a range of areas across England and Wales as well as related to the specific challenges and needs of supporting women, racially minoritised people, families of people in the criminal justice system and working through the arts.

Voicing

By 2024 our respected policy voice will be maintained and our relationships with decision makers grown. We will have amplified the voice of the sector to ensure that its knowledge and expertise are utilised in the development of practice and policy.

Supporting

By 2024 we will have adapted the way that Clinks supports, promotes and represents the voluntary sector so that our ways of working with the sector to find and implement solutions to the challenges and opportunities it faces, are embedded into the work of the other strategic objectives of Clinks.

Developing

By 2024 we will have developed a new strategy for the future, involving those we aim to serve and the people who will be at the heart of its success. We will aim to increase the number of organisations we are supporting, especially small and specialist organisations with limited resources. We will attract and retain a diverse and valued core staff team with the skills and expertise to meet the needs of our sector. We will continue to generate income in a way that supports our core functions without compromise. We will be increasingly recognisable as an anti-racist organisation.

Understanding

Understanding

Clinks improved the knowledge and understanding of the role and value of voluntary organisations, especially small and specialist ones among criminal justice system practitioners.

Clinks communicated the role, value and impact of the voluntary sector working in criminal justice, with a focus on small, specialist organisations, among a wider range of system practitioners.

Given the continued instability of the criminal justice system, dominated by an ongoing prison capacity crisis and the subsequent impact on services in the community, the role of the voluntary sector is as important as it has ever been. That is why Clinks remains dedicated to platforming the role of the sector by ensuring that all relevant statutory and non-statutory stakeholders are fully informed on the sector's value and impact.

446,544

Website views

Website

We ensured Clinks' web pages and voluntary sector directories were informed, maintained and regularly updated. This involved posting publications, blogs, events, and engagement opportunities and adding increased functionality where you told us you needed it.

Social media

In 2023-24 our social media presence continued to grow as we gained over 600 followers keen to receive the latest Clinks news and engage with our members and the wider sector.

30,815

Total followers across Clinks & NCJAA

Ebulletins

107

ebulletins

22,226

subscribers

Our regular ebulletins continued to ensure that we delivered vital information to the sector and promoted its work to a wide range of criminal justice stakeholders. Thematic ebulletins were delivered based on areas of work including policy, health and justice, arts, and women. Newsflashes highlighting key and time sensitive information regarding updates, events and funding opportunities and events were also sent.

Publications and Blogs

23

publications written and disseminated

1,900

average users visited our blog pages per month

22,666

blog page views over the year

Clinks produces a range of publications, blogs and reports every year. In 2023-24 we produced 23 publications. These publications included; major reports and guides for the sector, briefings, consultation responses and meeting notes. Alongside this we also published 18 blogs.

In 2023-24 we continued to provide accessible information on policy developments, manifestos and changes in criminal justice changes.

Clinks promoted the sector's views on social media and through blogs and guest blogs. This included opportunities for the sector to hear directly from the MoJ.

Our blog posts were some of the most visited pages on our website throughout the year.

Clinks Blogs

The Sentencing & Criminal Justice Bills - a deeper look

27 NOV

Summarising the new Bills and the associated impact assessments and explanatory notes for the sector. Including further details on the provisions in each Bill that are likely to engage the voluntary sector.

Nobody's Listening: How involving families in prison healthcare can save lives and money

15 MAY

Guest blog written by PACT, highlights the importance of family involvement for people in prison.

An update on commissioning following June's engagement forum between Clinks, HMPPS and MoJ

10 AUG

In June 2023 Clinks met with representatives from His Majesty's Prison and Probation Service (HMPPS) and the Ministry of Justice (MoJ) for the in-person quarterly commissioning engagement forum. This blog covered key discussions on grants, probation service and future opportunities.

Making race and justice everybody's business

29 JAN

This blog summarised the outcomes of the Clinks conference and the key discussions of the day. Looking to what needs to change in the future of the criminal justice system.

State of the sector report 2023

In our State of the Sector 2023 research, we explored the landscape of the voluntary sector working in criminal justice

The survey received 151 responses, with 146 from organisations, and five from individual arts practitioners. This was a significant increase on the response rate from last year, up 51%, bringing it back to pre-pandemic levels.

For the sixth consecutive year, we partnered with the National Council for Voluntary Organisations who collected and analysed data as part of this project.

This year we overhauled the presentation of our research findings. To make the findings easier to navigate and enable us to provide more granular data, including breakdowns for different geographies and specialist organisations. For the first time, we published our findings as a series of interactive webpages.

Evidence Library

The success of the Clinks Evidence Library continued into 2023-24, with three editions being published and accompanied by our 'A matter of fact: what the evidence tells us' event series, facilitated by Clinks and Russell Webster. The articles are written by leading academics in criminal justice and focus on important topics relevant to those working in the sector.

Our growing Evidence Library is a resource for both the voluntary sector and commissioners/ funders to utilise when designing services and awarding contracts/ funding, as it provides key information about what is needed to achieve an evidence-based approach to supporting people who come into contact with the criminal justice system.

This year experts explored the issues and challenges of our ageing prison population, how point-of-arrest diversion for children and young people is a better way of addressing low-level criminal behaviour and best practice in working with people with mental health problems on probation.

153 attendees
3 events

Attendees were given the opportunity to ask questions to the publication authors about the evidence presented, with insights shared about how to address some of the common issues that are experienced within the criminal justice system.

Member Spotlight: Unseen Victims CIC

Unseen Victims Community Interest Company (CIC) aims to provide support and assistance to the loved ones of individuals involved in the criminal justice system. Their organisation prioritises peer-to-peer support and lived experiences to help individuals connect, share, and support each other. Through moderated social media groups and forums, the organisation fosters a supportive environment where individuals can connect with others who understand their struggles, share experiences, and provide mutual support. By emphasising peer support and lived experiences, Unseen Victims CIC empowers individuals and families to rebuild their lives, be active in the rehabilitation of their loved ones and build stronger families, ultimately reducing reoffending.

"Clinks provide a sense of community and encourage smaller organisations, like ours, to raise our voices and be heard alongside the larger organisations"

Emma Wells, Founder

UNSEEN VICTIMS

Image Credit: Emma Wells Unseen Victims CIC

Next year we will...

Understanding

By 2025 we will increase the understanding of the value, role and specialist knowledge of the voluntary sector amongst key criminal justice stakeholders, policy makers, academics and funders, ensuring representation of their voice and creating engagement opportunities where they are able to directly influence.

1. Further expand the research and evidence base of Clinks across its thematic and specialist priority areas. Building on the existing evidence libraries, and focusing on the needs of people with protected characteristics and lived experience.

2. Provide representation at key stakeholder meetings nationally, regionally and locally, sharing voluntary sector intelligence gathered. Highlighting the value of the sector's work, and providing stakeholder engagement with relevant organisations.

3. Continue to work with HMPPS and other commissioners to promote and influence good practice in commissioning processes. Providing feedback on sector experience and challenges to ensure organisations can engage with, and realise future funding opportunities.

4. Increase our mechanisms of feedback to the voluntary sector to ensure awareness of and up-to-date information on Clinks' representation with key stakeholders, and how their intelligence is being utilised to influence change within the criminal justice system.

5. Deliver a comprehensive communications strategy, ensuring promotion of the sector and its work to commissioners, practitioners, and decision makers through a range of content. Including social media, case studies, blogs, audio and video content, and in the criminal justice and voluntary sector press.

Connecting

Connecting

Clinks improved our members' sense of connectedness to us and their ability to get the information, advice, and resources they need. Organisations will have access to support they find useful in a range of areas across England and Wales as well as related to the specific challenges and needs of supporting women, racially minoritised people, families of people in the criminal justice system and working through the arts.

Area development team

Clinks' development work in London, the North of England and Wales focuses on listening to local need and ensuring voluntary organisations have their voice heard locally and nationally. The area development team provides one-to-one support to the voluntary sector working in criminal justice, gathering frontline intelligence that informs Clinks' national policy work and strategic direction.

The team works in partnership with local organisations and agencies to build strategic relationships, and represent voluntary organisations within regional and local statutory structures. Raising awareness of voluntary sector services and providing engagement opportunities to ensure the value and experience of the sector is recognised, is a priority for the area development team. Ensuring that the expertise of the sector is used to inform and influence local and regional strategies and practice.

Our work in the North of England

Clinks' Senior Development Officer provided support to the voluntary sector working across the North of England through 84 one-to-one support sessions. The sector relies on this trusted relationship for advice, guidance and contacts to aid collaboration. We held five forums and seven informal networking opportunities showcasing the work of the sector and gathering information and intelligence. Some of the key challenges facing the sector were the difficult funding environment and the impact this was having on staffing and financial reserves.

We worked closely with key stakeholders including North East, Yorkshire and The Humber and North West Probation Services as well as the Greater Manchester Combined Authority. We continued to represent the sector at local and regional strategic board meetings, ensuring the voice of the sector is heard and used to influence stakeholder decision making. These relationships provide the invaluable engagement opportunities for the sector in relation to regional development and commissioning.

Good Prison Project - Voluntary Sector Coordinator at HMP Isis

A key focus this year was to establish our new role of Voluntary Sector Coordinator within HMP Isis, through promoting the role to various stakeholders including prison staff, senior management and the young men in the prison. We accomplished this by implementing voluntary sector meetings for those delivering services at the prison to attend and receive important updates and share challenges. The coordinator also attends key prison meetings, such as the monthly reducing reoffending meeting, where they have a standing agenda item to discuss the importance of the role and the value that the voluntary sector can bring to support the prison population.

Directories of voluntary sector services were also created by the coordinator to be accessible to both prison staff and the men in prison, establishing an increased and improved awareness of the support available and referral processes. This also helped the coordinator identify some initial gaps in areas of support, which has resulted in a needs analysis being undertaken via a paper survey being distributed to the young men in HMP Isis, with analysis and publication of a report due to be published later in 2024.

Spotlight on Families

In 2023 we were incredibly pleased to launch our new network for voluntary organisations supporting families and significant other relationships affected by the criminal justice system. The network aims to ensure that people in contact with the criminal justice system and their families receive high-quality, meaningful, and effective support to maintain relationships through a thriving network of voluntary sector organisations. There has been an overwhelming sense of need from the sector, and we were delighted to welcome 128 members to the network.

Much of our work over the past year has focused on building and maintaining strong relationships with network members, and understanding their needs through conducting a needs assessment, as well as building connections with relevant stakeholders. We ran a series of events and networking opportunities to improve relationships for organisations who were previously working in silos and feeling quite isolated.

One-to-one meetings have focused on offering support and advice, raising awareness of the work of other organisations, and partnership building. Many organisations benefited from linking into Clinks' wider regional and thematic networks, being provided with the opportunity to speak at forums and events, gathering further information, support and sharing good practice.

Clinks have continued to support organisations funded through HMPPS' Family and Significant, Other (FASO) contracts, attending the quarterly HMPPS and FASO providers meetings. We have continued to develop strong relationships with stakeholders, and regularly meet with the HMPPS Families Lead to discuss sector challenges and opportunities, exploring solutions and further areas of influence.

Our work in London

Clinks' London forums provided a platform for voluntary sector organisations to showcase their work, enabling information and expertise sharing on themes such as how small and specialist organisations can improve their communications and barriers to prison access. These also provided opportunities for participation in facilitated question and answer sessions about the very latest criminal justice developments.

100+

voluntary organisations engaged through four London forums.

Through our London programme of events and ebulletins the voluntary sector was enabled to engage with strategic developments and commissioning opportunities, including the Prison Violence Reduction commissioning and regional HMPPS Grants.

In addition to providing regular one-to-one support to organisations, frequent consultation events were held, bringing together several small and specialist voluntary organisations with statutory agencies to share their experience and expertise to inform London specific policy development along with feeding into national strategies.

We continued to provide sector representation at the London Reducing Reoffending Board and Out of Court Disposals Partnership Board, ensuring the voluntary sector voice is heard and utilised to influence the design and delivery of services and support. We also facilitate the Mayor's Officer for Policing and Crime (MOPAC) Third Sector Disproportionality Steering Group. Through which recommendations were made to support practical developments to reduce disproportionality through voluntary sector involvement.

Our work in Wales

Clinks provides area development support in Wales and works with our Welsh members, the wider voluntary sector and our statutory partners such as HMPPS and the Welsh Government. We do this through a mix of one-to-one support, sharing of relevant information and feedback, creating opportunities to network and the promotion of services.

A great deal of the support provided has been around commissioning, particularly assisting organisations in navigating the probation commissioning structures including the dynamic framework and the grants portal.

Our quarterly criminal justice forums over the year provided opportunities for organisations to network, showcase their work and receive updates and information. We supported the Head of Community Integration (HoCI) at HMPPS in Wales with the Wales Collaboration and Commissioning forum, suggesting agenda items and promoting the forum to the wider sector. Our regular meetings with the HoCI ensure that HMPPS has a good understanding of the issues that voluntary organisations are facing as well as understanding upcoming commissioning opportunities.

We work closely with Community Justice Cymru, providing a joint report to the Criminal Justice Board for Wales highlighting our work and providing sector representation. Through this relationship with the board, we were able to escalate an issue at HMP Berwyn and work with the Governor to set up a roundtable to have an in-depth discussion of those identified issues.

In January our Senior Development Officer gave evidence at Westminster to the Welsh Affairs Committee on the state of the Welsh prisons system.

Women's Network

300 individual members from 153 organisations

Our women's network continues to thrive, with an average of 300 registered individual members from 153 organisations providing gender-informed services for women. Our engagement with these members ensures that we continue to develop our understanding of the issues faced by specialist organisations, and provide support for practitioners working with women and senior leaders seeking to influence change.

Most individual Women's Network members work or volunteer in voluntary sector organisations, but we also have stakeholders from prisons and probation services, along with academics and independent professionals, including those involved in the arts. These members bring additional specialist expertise and broaden our reach in thinking creatively about how to mobilise change for women in contact with the criminal justice system.

Image Credit: Working Chance

Participation in our quarterly network forums has been consistently high with an average of 40 participants attending each event. We continued to hold the majority of forums online but this year our June event was held in-person at Clean Break theatre company in London, with a special performance of their production Catch, followed by a workshop led by Anna Herrmann, Clean Break's Artistic Director/Joint CEO along with cast members. This event provided a powerful opportunity to exchange ideas about how to press for much-needed changes to the way the criminal justice system responds to criminalised women. Other forum themes this year included: children and families and early intervention, prevention and diversion, with views on the latter feeding-in to a paper that Clinks produced for the [then] government's 'Expert Group on Women in the Criminal Justice System'.

Quarterly to... **213**

'women and the criminal justice system' ebulletins

subscribers on average

We have rolled out our training course, Why Gender Matters in Criminal Justice System, delivering this two-day workshop each quarter to equip new staff with knowledge about gender and criminal justice.

We have maintained strong relationships with the HMPPS women's team, and members of the MoJ's Female Offender Policy team, including holding monthly 'check-in' meetings where Clinks can share issues raised by members and access useful updates to feedback. This has resulted in us accessing intelligence and providing advocacy and support that ensures our network members' voices are heard.

Events and Training

96%
of participants rated our events as 'Good' or 'Very Good.'

Our events include national and regional forums, thematic network events, paid training opportunities, and collaborations with partners like Frameworks UK and HMPPS.

Our first hybrid event featured a discussion with Amy Rees, Director General CEO, and Phil Copple, Director of Operations from HMPPS, and was well-attended both online and in person.

This year we hosted 66 events with 1,978 attendees

We delivered 17 paid training sessions, including two in-person. These sessions, including those tailored for member organisations like The Bell Foundation and Good Vibrations, generated substantial interest and contributed to our unrestricted income. Attendees praised these sessions for enhancing their understanding and confidence in the criminal justice system. One participant noted, "How significant the participation of the voluntary sector is to the delivery of provisions across the CJS," while another highlighted, "Up to date information. Very well delivered. Great range and overview."

Job board

The Clinks job board is an invaluable benefit of the membership package and is utilised across the sector for organisations' recruitment needs.

Over 18,700 users viewed
1,833 vacancies advertised
including 87 voluntary roles

Directory of Services **17,843 views**

Partnership Finder **3,024 views**

Annual Conference

'Making Race and Justice Everybody's Business'

We were incredibly proud of the success of our in-person annual conference in London in November. We were joined by 145 external delegates to learn from many of our specialist race and justice network members on the theme of 'Making Race and Justice Everybody's Business'. Clinks thinks that all organisations working in criminal justice, whether they be statutory or voluntary, must acknowledge and take action to tackle systemic, structural and individual racism and ensure that their services are accessible to, and meet the needs of, racially minoritised people.

Our conference provided a platform for our specialist members to share their expertise on how to best support people from racially minoritised communities, and how the wider sector can and should unite and commit to a future where justice is equitable. We were joined by eight panellists across the day who explored the current state of racial inequity in the criminal justice system and what the solutions could be and what action is needed to address the issue together as a priority.

We also ran 11 workshops which were facilitated by our specialist network members, focusing on sustainability within the criminal justice system for organisations led by/for racially minoritised people, understanding the needs of racially minoritised people, the importance of providing trauma informed and culturally sensitive support, and how to influence the criminal justice system and achieve better outcomes for racially minoritised people.

The feedback we received from this event was overwhelmingly positive, with one delegate stating that the event had empowered them to 'take responsibility for me and my part in being anti-racist. I can't change anybody else, but I can change me'.

National Criminal Justice Arts Alliance (NCJAA)

The 2023-24 financial year was a good one for the NCJAA at Clinks.

The NCJAA continued to financially support emerging artistic practitioners through our annual bursary scheme, and worked with Hear Me Out, the Irene Taylor Trust and the creative lead at Novus to deliver professional development opportunities to network members through our flagship mentoring scheme.

We partnered with Royal Literary Fund for a second year to deliver writing development training for the sector, equipping our network with additional skills in case study, report, and funding bid writing.

The year saw incredible collaboration between the arts and women's networks at Clinks, working alongside member organisations BearFace Theatre CIC and Clean Break to deliver workshops to those working with women in the criminal justice system. Throughout the year, in total, the NCJAA reached 314 members of the sector through events and training, and individually supported 61 arts organisations or independent practitioners/freelancers.

Research Spotlight - Inspiring Futures

Without doubt, NCJAA's highlight of 2023-24 was the publication of the Inspiring Futures research findings, which launched to the sector at our annual Anne Peaker lecture. Funded by the Economic and Social Research Council and the Paul Hamlyn Foundation, Inspiring Futures was an ambitious programme of work that examined how and why arts interventions impact on the lives of people in the criminal justice system, and how to best optimise their effect. Led by the NCJAA, the project was a unique collaboration, bringing together eight leading arts in criminal justice organisations – Clean Break, Geese Theatre Company, Good Vibrations, Helix Arts, the Irene Taylor Trust, Koestler Arts, Open Clasp, and Only Connect - the Institute of Criminology at the University of Cambridge, and participants from within the criminal justice system itself.

Unmatched in its scale and ambition, the three-year project demonstrated the adaptability and resilience of the arts sector as it navigated the impacts of the Covid-19 pandemic and, upon its completion, delivered three main conclusions:

1. That arts are making a valuable contribution to the lives of people in the criminal justice system, effecting personal growth and change, and improving the wellbeing of those who engage in them.
2. That ongoing and follow-up activities are important for maintaining positive outcomes for the participants. Thus, highlighting the necessity of more arts-based services within prisons and in the community upon release.
3. That a collective strategic commitment to, and long-term vision for, the arts in the criminal justice system is needed for the full potential of the arts in the criminal justice to be realised and achieved.

Our work over the coming year will be heavily shaped by the findings of the Inspiring Futures research report, and we will continue to work closely with our Advisory Group, the Inspiring Futures arts partners, and our wider network to identify areas of future influence. We are feeling galvanised and ready to push into 2024-25 seeking change with a wealth of evidence behind us!

Inspiring Futures

Race and Justice Network

Over the past year, Clinks has made significant strides in advancing its work around Race and Justice, under the broader leadership of our new Race and Justice Manager, who took over the coordinator position in November. Unlike the previous coordinator role, the Race and Justice Manager encompasses a much wider scope of responsibilities, ensuring comprehensive support and amplification of the voices of racially minoritised communities within the criminal justice system and reinforcing Clinks' unwavering commitment to anti-racism.

In November, we hosted our annual conference, "Making Race and Justice Everyone's Business," further solidifying our dedication to this crucial work. This event brought together key stakeholders to discuss strategies and share insights on promoting racial equity within the criminal justice system.

Thanks to funding from the Lloyds Foundation and the Barrow Cadbury Trust, we entered into partnerships with Black Men 4 Change, Forward UK, and Change Grow Live to deliver a pilot leadership programme for Black and Global Majority leaders. Set to launch in April, this programme aims to empower and develop the next generation of leaders from these communities.

As part of the ongoing delivery of the Criminal Justice Anti-Racism Action Plan (CJ ARAP), Clinks has continued to support our strategic partners on the Criminal Justice Board for Wales and racially minoritised specialist and led organisations in Wales throughout 2023/24. We were commissioned by Criminal Justice in Wales to convene a network of organisations working with or led by global majority people in Wales. This network provides a platform for community organisations to feed into the CJ ARAP, stay updated on its delivery, and support and challenge criminal justice agencies on their progress and implementation of the plan.

The Race and Justice Network has grown from strength to strength. The Race and Justice Manager dedicated a substantial portion of the last few months to engaging with network members through one-to-one conversations and in-person visits. This thorough engagement was essential for understanding the current needs and challenges faced by our members. These interactions have provided valuable insights that have informed the strategic planning for the network's future.

Additionally, the network facilitated ongoing collaborations with the HMPPS Race Action Programme and other key stakeholders, ensuring that member feedback is incorporated into broader policy discussions and initiatives. This collaboration has been vital in shaping policies that reflect the lived experiences and needs of racially minoritised communities.

Moving forward, Clinks remains steadfast in its commitment to strengthening the Race and Justice Network. By fostering a collaborative and supportive environment, we aim to equip our members with the knowledge and tools needed to advocate effectively for racial equity. The ongoing relationship with the HMPPS New Racial Disparity Unit and other initiatives will continue to be a cornerstone of our efforts, ensuring that the voices of racially minoritised communities are heard and acted upon in the criminal justice system.

The past year has been one of transition and growth for Race and Justice at Clinks. With a clear vision and strong member engagement, we are well-positioned to make substantial progress in the coming year, building on our successes and addressing the challenges ahead.

Member Spotlight: The Upper Room

The Upper Room is a charity based in West London that helps socially disadvantaged people. Their project, UR4 Driving, helps people with convictions avoid re-offending by offering them a unique opportunity to gain a full car driving licence, which dramatically improves their self-confidence and employment chances.

"Clinks forums are an invaluable resource to us a small specialist organisation both to keep us informed and to feel we have value and a voice in the wider sector, we are less isolated when we meet with others facing similar challenges. Clinks presents us with opportunities to connect with bigger organisations to highlight the unique possibilities of our services and funding opportunities available."

Elaine Reeve, Project Manager

Image Credit: The Upper Room

Next year we will...

Connecting

By 2025 we will further expand and empower our established, thriving membership and networks of voluntary sector organisations to connect and engage with Clinks and each other. Enabling access to the information, advice and resources they need through our range of communication channels and dedicated geographic and thematic networks across England and Wales, and increasing collaboration and partnership opportunities.

1

Further develop Clinks membership and improve access to Clinks' offer, facilitating regular 'Member Connect' sessions. Enabling new and potential members to learn more about Clinks and the team, connect with existing members and participate in interactive sessions.

2

Provide and ensure awareness of Clinks' events and networking opportunities to keep the voluntary sector informed and connected, maximising Clinks' reach through our range of online and in-person thematic and regional events.

3

Platform small and specialist members to increase learning, ways of working and sharing of best practice both internally and externally.

4

Develop and promote our digital resources to enhance the awareness and connectivity of the voluntary sector, enhancing the use of our Directory of Services and Partnership Finder resources.

5

Work with HMPPS, regional stakeholders and voluntary organisations to advance and embed the newly developed Third Sector Partnership Approach, ensuring connection, understanding and engagement to inform strategic and operational development.

Voicing

Voicing

Clinks maintained its respected policy voice and our relationships with decision makers grew. We amplified the voice of the sector to ensure that its knowledge and expertise are utilised in the development of practice and policy.

Working in partnership

Clinks continues to act as an essential conduit between the government and the criminal justice voluntary sector, including through our role convening and coordinating the work of the Reducing Reoffending Third Sector Advisory Group (RR3). We support a number of engagement structures for the sector, including through our position on the Third Sector Strategic Partnership Board (TSSPB) and through our role helping to shape the work of the Women in the Criminal Justice System Expert Group (WCJSEG). Clinks has also continued to work closely with HMPPS to develop an updated version of the Third Sector Partnership Approach, formalising the vital role of the voluntary sector and the ways in which it works with statutory bodies.

Clinks Thinks

We commissioned a standalone webpage for Clinks Thinks, the document outlining our key principles, ambitions and recommendations, across thematic areas including women, race, young adults and health. The page is linked from the Clinks main site but offers a different layout that better lends itself to the longform content. The site also hosts resources from the Stronger Voice project, completed in 2022-23, and other policy and research documents that underpin the Clinks Thinks principles, ambitions and recommendations.

Developing policy in consultation

Clinks continued to leverage its role as the sector's infrastructure organisation by working in consultation with the sector, to shape and develop policy through a wide range of forums. This encompassed producing responses to a number of inquiries, including the Public Account Committee's inquiry into improving resettlement support for prison leavers, the Education Select Committee's inquiry into boys' attainment, the Welsh Affairs Committee's inquiry into prisons in Wales and the Senedd Finance Committee's call for information regarding the Welsh Government Draft Budget Proposals, and the Justice Select Committee's inquiry into the future prison population and estate capacity – which culminated in the presentation of evidence by Clinks' CEO, at a committee hearing in January 2024.

We also submitted evidence to HMI Prisons' consultation on expectations for adult men, engaged with a cross-section of members to develop a response to the Sentencing Council's consultation on the guidelines for the imposition of custodial and community sentences, and surveyed the sector to gather feedback on the future design of prisons in order to inform the work of the MoJ's Future Estates Strategy.

In the second half of 2023-24, policy efforts were shaped by the ongoing prison capacity crisis, which required input from the sector on managing increased demand across the system. This included consultation with the sector, developing proposals to inform the Government's probation reset, and subsequently presenting these ideas through regular engagement with the ministerial team at the MoJ.

We remain involved in shaping the work of the WCJSEG, in close consultation with the MoJ. Over 2023-24, this included the development of a report on improving employment outcomes for women leaving prison, as well as a report on early intervention, prevention and diversion for women following extensive engagement with our Women's Network Forum members.

Health and Wellbeing Alliance

The VCSE Health and Wellbeing Alliance is a partnership between sector representatives and the health and care system. It is a key element of the Health and Wellbeing programme, enabling the sector to share its expertise at a national level with the aim of improving services for all communities. Clinks is the only criminal justice member.

In 2023/24 we undertook three projects, which:

1. Commissioned specialist organisations to deliver self-help and peer support for black men in prison experiencing epilepsy, PTSD and/or neurodiversity.
2. Developed a network for organisations and individuals with an interest in older people in contact with the criminal justice system.
3. Gathered data on social prescribing activity in prisons, contributing to the evidence base and promoting the value of voluntary sector partnership.

Older people in the Criminal Justice System (OPIC)

The OPiC network evolved from the Older People In Prison Forum and was intended to widen the reach of the forum to include voluntary and statutory organisations as well as academics with an interest in older people in prison and/or under probation supervision in the community. This includes non-CJS focused organisations, typically those focused on health and wellbeing.

The aims of the network are:

- Improved voluntary and statutory sector understanding of older people in prison and under supervision in the community.
- Better knowledge of, and connections between, voluntary organisations that provide support and/or advocacy for older people in contact with the criminal justice system.
- Improved relationships between statutory services and voluntary sector organisations that provide support and/or advocacy for older people in contact with the criminal justice system.

Reducing Reoffending Third Sector Advisory Group (RR3)

Clinks continues to convene the RR3, which acts as the key interface between the voluntary sector and the MoJ and HMPPS. Made up of senior experts from the sector, the group's quarterly meetings allow for guidance to be provided on MoJ policy developments – at both an official and ministerial level – alongside providing sector expertise on specific areas of policy through the establishment of Special Interest Groups (SIGs).

Four SIGs were established this year, set up to provide practical recommendations to Government on priority areas decided by the RR3. These groups focused on the barriers to accessing accommodation for people leaving prison; the barriers to employment for people, both in prison and on their release into the community; the re-commissioning of Commissioned Rehabilitative Services (CRS); and staffing challenges across the voluntary sector. Evidence sessions were held for each group, drawing on the expertise of a wide range of voluntary organisations, with final outputs published for consideration by Ministers and officials.

The accommodation-focused work produced three separate reports highlighting barriers to accessing local authority accommodation; the challenges for people leaving prison in accessing the private rented sector; and issues in the supported housing sector. Clinks presented the findings of these reports to the HMPPS Accommodation Board and will also be presenting to the Cross-Whitehall Accommodation Board in an ongoing strand of work to progress the reports' recommendations. Work also continues on progressing the findings from the final employment paper through continued engagement with the New Futures Network and officials at the both the MoJ and the Department for Work and Pensions (DWP).

Across 2023-24, the Group engaged with officials on a range of key issues impacting upon the sector. This included raising the ongoing challenges for the sector in navigating vetting processes, as well as the challenges associated with the implementation of the National Framework for Interventions. The Group also inputted into workstreams on tackling racial disparities in the criminal justice system, the Rehabilitation Strategy, as well as further work on the rollout of the National Regime Model in Prisons.

In December 2023, the Minister for Prisons, Parole and Probation, Rt. Hon Edward Argar MP, attended an in-person meeting of the RR3 to discuss his priorities in the role and to take questions from the seat holders on issues related to their seat specialisms. In January 2024, the RR3 convened a roundtable with senior officials to provide a sector-led response to the proposed presumption against short custodial sentences as contained within the Sentencing Bill.

2023-24 also saw significant turnover of the RR3's membership with a number of members' terms coming to an end. Additionally, new seats have been added to the Group in order to most effectively represent the needs of the sector. These seats are: two separate seats for lived experience, a seat focused on older people in prison, and a seat on long sentences.

RR3
Reducing Reoffending
Third Sector Advisory Group

Member Spotlight: BearFace Theatre CIC

BearFace Theatre CIC use joyful Applied Theatre and vibrant creative arts with local community groups and a wide range of professional teams. They specialise in working with people affected by the Criminal Justice System. BearFace work across Hampshire and surrounding counties designing and delivering bespoke multi-arts-based programmes. They believe in the power of creative action for social change.

"Through our long-standing work with the South Central Women's probation teams, BearFace have always championed the need for creative CPD workshops for staff, we're all in this together after all! As an Advisory Board member of the National Criminal Justice Arts Alliance, we were able to join forces with the Clinks Women's Network and start to develop our own regional creative reflective group for local women who are working in and around the CJS. We now have the CRUW (Create Reflect Unite Women) meeting once a month online and in person. The aim is to collaboratively create space to stop, connect and refresh, step out of the day to day and gather. Being Trauma-Informed for ourselves, helping us to strengthen community ties as well as our own support networks. Improving the wellbeing of the people we work with starts within us so we're being the change."

Jennifer Walmsley, Executive Director
BearFace Theatre CIC

Image Credit: Ilustration by Harriet Riddell for BearFace Theatre CIC

Next year we will...

By 2025 our respected policy voice will be maintained and our relationships with decision makers grown. We will have amplified the voice of the sector to ensure that its knowledge and expertise are utilised in the development of practice and policy.

1

Leverage the expertise and experiences of our members to inform our policy priorities as well as mobilising and enabling organisations to engage in influencing opportunities and speak with a unified voice on key issues of race, women, arts and families.

Ensure that the voices of voluntary sector organisations are amplified to affect change, through consultation opportunities and through the Clinks' Member Advisory forum and NCJAA Advisory Group.

2

3

Continue to work collectively with specialist national criminal justice charities and in allyship with specialist organisations, including the Q-Seed Leadership Programme, to further build evidence, strengthen influence and affect change across the criminal justice system.

Strengthen our policy engagement with the MoJ, as well as other relevant departments and HMPPS, through continued partnership working with forums such as the RR3 and representation on strategic boards to most effectively amplify and platform the voices of specialist organisations working within these specific policy areas

4

Supporting

Supporting

Clinks adapted the way we support, promote and represent the voluntary sector, so that how we find and implement solutions to the challenges and opportunities it faces, is embedded into the work of our other strategic objectives.

Engaging with statutory bodies and informing the sector

We represented the sector on the CRS Stakeholder Advisory Group, providing ongoing feedback to officials regarding the re-commissioning of probation services. We further leveraged the voice of the sector through the establishment of an RR3 SIG on Commissioning, which produced two separate reports on the recommissioning process, with a specific focus on highlighting and platforming the expertise of smaller, specialist organisations. The recommendations produced as part of this work have been factored into the CRS design process.

A core component of our engagement with statutory bodies is to react effectively to events within the criminal justice system, as and when they arise, and to ensure that the sector is informed of the subsequent impacts. This year, the prison estate has faced an acute overcrowding crisis, resulting in government measures – such as the implementation of the Early Custody Supervised License (ESCL) Scheme – with a significant impact on the work of the criminal justice voluntary sector. Through the scheme's implementation, we have kept the sector informed regarding its rollout, while constantly feeding back intelligence from frontline organisations supporting people coming out of prison to the statutory bodies responsible for administering the scheme.

We played a similar role in the rollout of the Probation Reset Programme. Clinks coordinated the sector's response to the proposed changes through engaging with ministers and then acting as a conduit between the Government and the sector in analysing the impact of the changes. We also continued to inform the sector on the rollout of the new National Regime Model for prisons.

Advocating and influencing on behalf of the sector

Through Clinks' role coordinating and driving the work of the RR3, we supported the sector to advocate and influence at a ministerial level, with Prisons Minister, Rt Hon Edward Argar MP, attending the Group's quarterly meeting in December 2023 and answering the sector's questions on a range of issues.

Across 2023-24, we have extended our advocacy, on behalf of the sector, to several other government departments. This has enabled us to represent the views of the voluntary sector more effectively and further the influencing objectives of the RR3 and wider sector. This has included working with the Department for Levelling Up, Housing & Communities (DLUHC) on the issue of homelessness among people leaving prison, the DWP on reforms to Universal Credit, as well as presenting to the Home Office on the work of Clinks.

We advocated on behalf the sector to influence the passage of two significant pieces of legislation – the Sentencing Bill and the Criminal Justice Bill – producing blogs on the proposed Bills' key points and platforming the sector's views through our ministerial engagement. Our CEO also contributed to the Murder Sentencing Review.

Member Spotlight: SHEWISE

SHEWISE charity supports minority ethnic women experiencing multiple disadvantages of mental health, domestic abuse, and those affected by the criminal justice system.

They are proud to offer bespoke bilingual support that transforms lives through their empowered living model of intervention and prevention. Their approach is tailored to foster gender equality, diversity, and inclusion by addressing cultural norms, social expectations, and stigmatised beliefs that impede wellbeing and independence.

"Being a member of Clinks has been immensely beneficial in helping us achieve our goals of supporting South Asian women leaving prison. As a small charity, we were fortunate to have the opportunity to present our work at the Clinks 2023 conference. This experience gave us a profound sense of accomplishment and strengthened our commitment to addressing the unique needs and challenges faced by individuals from diverse racial and cultural backgrounds".

Salma Ullah Founder and CEO of Shewise

Image Credit: SheWise

Next year we will...

Supporting

By 2025, we will enable the voluntary sector working in criminal justice across England and Wales to access a wide range of specialist, high-quality support. Clinks will work with the sector to develop solutions to their specific challenges and opportunities. In addition, we will communicate up-to-date and relevant resources to sustain and increase understanding, skills, and expertise across the sector, as well as providing opportunities for organisations to promote themselves and their work.

1

Deliver an events programme which is responsive to changing needs and current topics of importance within the criminal justice system. This will provide opportunities for the sector to showcase their work and enable improved knowledge and engagement.

2

Offer increased professional development opportunities, further advancing our existing training offer and resources. We will create new and enhance existing mentoring programmes within the NCJAA and Race and Justice Networks.

3

Explore the further use of technology and digital platforms to increase opportunities for peer learning, information sharing and specific support opportunities with a particular focus on the needs of small and specialist organisations.

4

Further promote the model of voluntary sector coordination support available in HMP/YOI Isis. This will build on Clinks' collaborative approaches across the sector through our area development work and specialist thematic networks. By taking this approach, we will enable increased and wider access to specialist support for people in prisons to have their specific needs met.'

Developing

Developing

Clinks began to develop a new strategy for the future, involving those we aim to serve and the people who will be at the heart of its success. We are aiming to increase the number of organisations we are supporting, especially small and specialist organisations with limited resources. We are working to attract and retain a diverse and valued core staff team with the skills and expertise to meet the needs of our sector. We are continuing to generate income in a way that supports our core functions without compromise. We will be increasingly recognisable as an anti-racist organisation.

Membership

563 members

529 full members
11 individual associates
5 organisational associates
18 branch and project members

55%

of members qualify for bursary membership

Despite an initial drop in membership to 510 due to an audit and data cleansing effort, we saw a gradual increase in membership numbers each quarter, demonstrating a resilient and growing community. This detailed review provided a clearer picture of our membership demographics, revealing that over half of our members (55%) qualify for bursary membership. Bursary membership is offered to organisations with an annual income under £250k, and to specialist organisations with an annual income of £250k - £500k. Clinks' defines specialist organisations as supporting or working with arts, families, older people, people with lived experience in organisational leadership, racially minoritised people and women.

282

members have an annual income under £250k

27

specialist bursary members

Key initiatives throughout the year included the introduction of a new membership guide and a refreshed membership webpage. These were both aimed at better communicating the benefits of Clinks membership and driving promotional efforts. This contributed to the addition of 33 new full members and three individual associate members over the year.

We continued to engage positively with our member advisory forum, receiving important feedback on the findings of our impact assessment and the development of our future strategy. We also consulted with forum members on operational matters, such as our external briefings and training offer. We made excellent progress in one of our member advisory forum sub-groups, focussing on the voluntary sector workforce and hosted and event titled 'Building a resilient workforce - lessons learnt'. This was co-facilitated by four of our advisory forum members and recorded to be shared as a resource with the wider sector.

Developed funder relationships and secured income

Throughout 2023-24 we have continued to expand and diversify our approach to income generation, focusing resources on a select number of philanthropic Trusts and Foundations as well as increasing Clinks' self-generated income, in particular through the launch of the Clinks Consulting service.

The fundraising landscape continues to be challenging however we remain committed to ensuring the security and stability of Clinks' income streams. During this period, we were grateful to receive a renewed one-year grant from the Aurum Charitable Trust towards Clinks' core costs; a grant from MOPAC for our work in London and a grant from the Criminal Justice in Wales Board to deliver the Community Engagement Network which enables the Criminal Justice System Anti-Racist Action Plan to be effectively progressed. 2023-24 also saw the beginning of the Lloyds Bank Foundation for England and Wales and Barrow Cadbury Trust funded Q-SEED Partnership.

Core Team

We started the 2023-24 year in full swing as a remote working organisation. We worked with our longstanding core team and recruited new colleagues on the basis of working remotely with opportunity and need for in-person interactions. We have enjoyed further geographical reach in our recruiting pool, and we have moved towards a lessened London-centric base overall. Clinks continues to support our staff at home and promote wellbeing as a priority. Our staff have faced challenges in meeting the sector needs with heightened pressures including a cost-of-living crisis, nonetheless, never failing to provide support and continue to deliver high-quality services.

Our team have continued to benefit from a monthly well-being day with full take up across the team in place. This promotes good mental health, and we are continuing to focus on the needs of our colleagues as we navigate the ever-changing landscape.

Our staff sickness levels remained low, largely due to the take up of wellbeing days and we continued to monitor productivity levels along with our policies review for best support to our staff team. Looking after our staff and supporting their work/life balance needs remains a top priority for Clinks.

Clinks Staff

When recruiting both staff and trustees we continued to actively encourage people with protected characteristics and lived experience of the criminal justice system to apply. We also offered alternative methods of applying to ensure our processes are inclusive and accessible.

45%
identify as racially minoritised

14%
identify as LGBTQ

32%
are under 34 years old

23%
have lived experience of the CJS

32%
have a disability and / or neurodivergent needs

74%
are female

Clinks board of Trustees

42%
identify as racially minoritised

14%
identify as LGBTQ

29%
are under 34 years old

14%
have lived experience of the CJS

29%
have a disability and / or neurodivergent needs

71%
are female

Clinks' board continued to be invaluable in their support of our organisation, providing their perspectives, knowledge, experiences and expertise to guide us. The latter part of the year proved to be an exciting time for our board as we embarked on a recruitment cycle - initially seeking two additional trustees, with one to join our Finance and Human Resources committee. However, due to the dedication and impressive nature of the applications received, we made the plan to co-opt four new trustees. A reminder to us of the huge commitment people make to support our organisation.

Anti-racism

As evidenced elsewhere in this report Clinks has continued to embed anti-racist practice into our ways of working. We have continued to learn and unlearn as an organisation what is required of us to challenge the systemic racism in the society in which we and our beneficiaries work

In 2023-24 we reviewed our Anti-racist working party across Clinks' staff and trustees, which oversaw delivery to achieve our anti-racist aims. We are now changing the governance and management of this work by setting up a new subcommittee of the Board of Trustees to lead on strategic aims in this area, and this committee will work with staff across Clinks to lead on programme delivery of these aims.

Staff learning and unlearning is important for Clinks' development as an anti-racist organisation, and opportunities for this are embedded in our staff meetings and learning events. We also have a staff-led group for staff who identify as racially minoritised to provide and receive peer support around their living experience of racism.

There was important learning for Clinks this year afforded by the process of joining a partnership, to deliver under a new funding programme from the Barrow Cadbury Trust and Lloyds Bank Foundation for England and Wales. The Q-SEED partnership is enabling Clinks to learn and practice powerful allyship. It is not right for Clinks to lead in this space, but it is right for us to partner consciously with others with the expertise, knowledge and authority to lead. We provide access to Clinks' resources and networks to benefit the partnership and the intended beneficiaries. We are hoping to extend this learning to other partnerships as we progress and continue to utilise our influence and access to places of power for the benefit of our partners and the Q-SEED founder cohort.

This year we dedicated our annual conference to anti-racism in the criminal justice system and voluntary sector. Clinks was practising allyship here in giving space to platform partners and organisations who are overlooked and marginalised. We wanted to create a space for learning and development for organisations who are not led by and for racially minoritised people.

Member Spotlight: Good Vibrations

Good Vibrations works in prisons, secure hospitals and in the community across the UK. They run intensive gamelan music courses that help people develop confidence, communication and social skills, and positive self-identities.

"We approached Clinks to see if they could provide training on maintaining boundaries in prisons. They worked with us, listened to what we wanted, and created a bespoke training course for our whole team. Their understanding of the complexities of working in criminal justice was crucial to making the session work. Their approach was inclusive, they encouraged discussion, and everyone contributed to the session. It was great for building team confidence".

Malcolm Milner, Training and Development Manager

Image Credit: Good Vibrations

Next year we will...

Developing

By 2025 we will have an established membership offer of support for organisations, including those who cannot pay for it. We will have a more mature income diversification model and approach, testing out ways of generating income to deliver on our core purpose without impacting on the affordability of our offer for our beneficiaries.

1

Our consultancy service will grow and we will learn what works well in marketing and providing the support under this service.

2

We will develop new partnerships and a way of working with others to add value without needing to lead, achieving impact for our beneficiaries and income to continue our core work. We will have a good understanding of our approach to working with corporate partners and a sense of the income we could yield.

3

We will develop and launch our next strategy based on our learning from our impact assessment and our assessment of the needs of the sector. This strategy will take us to 2030. We will develop it conscious of the financial challenges we have faced in the implementation of our current strategy and the achievements we have made in spite of those.

4

We will continue to invest time and thought in being an anti-racist organisation and doing this across Clinks' activities. We will learn from involvement with how to be a powerful ally.

CLiNKS
Supporting the voluntary sector working in the criminal justice system

National Criminal Justice Arts Alliance

Financial Review

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP) applicable to charities preparing their accounts in accordance with FRS 102.

Clinks started the 2023-24 financial year with a positive outlook. Despite the impact of the cost-of-living crisis on our finances, we were able to offer our staff team a 2% living wage increase and focused our efforts on reducing costs.

The trustees approved a deficit budget in April 2023, following a slight revision down in our reserves requirement due to changes in staff tenure and the organisation adopting fully remote working since 2022. The deficit agreed in April 2023 was £237,000. The board agreed to such a speculative deficit due to the staff turnover levels at the start of the year organically impacting on cost, the planned restructuring of internal teams within Clinks and the planned activity regarding income generation and diversification of funds.

We concluded March 2024 with a reserves balance of £296,268, making up the majority of our free reserves. We concluded the year with an unrestricted funds deficit of £19,163 which we planned into a revised reserves calculation for the 2024-25 year.

Clinks has met all funder deliverables in this financial year and, despite some longer-term funding agreements and partnerships coming to a natural end, continues to focus on driving new income streams.

Clinks' reserves levels ensure that we hold appropriate levels to remain financially stable. However, some extensive work will be completed in the 2024-25 year to revise the reserves in line with the new structure of the organisation carried out in the 2023-24 year. The calculated required reserves level for 2023-24 was £319,000.

The support of our funders is invaluable to Clinks, enabling us to renew our commitment to support the sector through challenging times. We acknowledge and are grateful for the vital support of both long-standing and new funders, who have enabled us to successfully fulfil our objectives and to implement our ambitious plans, which we intend to build on over the next few years. This funding allows Clinks to continue to effect positive change for people in the criminal justice system by supporting a vibrant and resilient voluntary sector, and by working with our members to influence policy.

The excellent news that funding from Arts Council England for our National Criminal Justice Arts Alliance would be extended for an additional year, meant that we were able to plan significant and exciting events for our arts sector members, including the annual and widely appreciated 'Anne Peaker' event. Also, due to a welcome further year's extension of funding through the Department of Health and Social Care, our Health and Wellbeing Alliance was able to continue its working relationships to provide that much needed support in this area.

Our CEO, Anne Fox, has focused on developing new sources of income generation for the organisation as part of our longer-term funding plan. This includes launching Clinks Consulting, which received its flagship funds in this financial year and has begun to gain momentum; we look forward to seeing this gain further traction in the next financial year and beyond. Anne is networking across civil society to encourage organisations to work with Clinks in partnership, where together we can have a greater impact and secure further consultancy work for 2024-25.

Principle risks and uncertainties

Clinks started the year with active engagement of our full staff team and board on an away day, making the most of our skills and expertise available and enabling strong relationships to develop. The Finance and Human Resources Committee continued its much-valued work in supporting the board in the overall management of Clinks' finance and HR matters.

Clinks' trustees acknowledge their responsibility for identifying and managing the risks to which the charity is exposed. Quarterly reviews of the risk register ensure that the trustees are well informed to arrive at a set of parameters and decisions for the amount of risk they consider to be acceptable. This includes reviewing staff turnover by ensuring that we analyse exit interviews and introducing staff surveys to ensure that we can minimise staff turnover. Staff changes impacted towards the end of the financial year after our Director of Corporate Services took voluntary redundancy as part of our restructure, followed in short succession by our HR Officer and our Finance Officer both resigning and moving on to progressive roles in the charity sector. This in turn has led to an increased pressure on the remaining Corporate Services team. Clinks has sourced external support for management accounts and HR support; therefore we view this as an opportunity to refresh our processes and our ways of working, at the same time being mindful of with our salary costs.

The Trustees continue to examine the level of risk for Clinks on various matters each quarter. However, the largest risk prevailing through the year is the lack of funding opportunities that not only align with Clinks priorities but will also support infrastructure which has never been more needed in terms of support to the sector.

Reserves policy and going concern

Clinks has been navigating changing policy priorities and we have been adjusting our response for support to the sector. We enter the next financial year with caution and a small amount of uncertainty. Our infrastructure funding from HMPPS now enters the third year of a 3-year agreement and we are operating with a lean approach to expenditure and careful management of staff workloads, so as to not overburden our team.
At the time of signing this report we are aware that there will be a new infrastructure grant from MoJ/HMPPS for 4 years from April 2025. We have considered the information available at this stage and believe it is a good fit for Clinks' priorities and future plans. We intend to bid for this grant, however the outcome of the bidding process will not be determined until the end of 2024. The possibility that we will lose this critical source of revenue is one of the scenarios that we model as part of our reserves-setting process. Clinks reserves policy and the current level of reserves we hold reflect the most resource heavy of these scenarios and are kept under tight review by our finance, HR and risk committee. We therefore believe that the level of reserves we hold is appropriate, and that it is appropriate that these accounts are produced on a going concern basis.

Clinks will continue to monitor this position, and a review will be undertaken early in the 2024-25 year to determine Clinks' appropriate level of reserves.

Statement on fundraising practices

Clinks holds fundraising targets for charitable trusts, statutory sources and income generation from traded activity. We do not fundraise from the general public. We do occasionally ask for donations from our members by email but never through telephone or face-to-face appeals. We sometimes use professional fundraisers to provide additional capacity for writing funding applications. Clinks keeps abreast of applicable fundraising regulation and compliance codes. We have never received a complaint about our fundraising activities.

We note that fundraising during a time of post-pandemic recovery has been especially difficult to navigate and without wanting to secure funds which divert money away from small and specialist organisations, we have managed to remain stable. We are seeking to engage with current and past funders to connect and discuss opportunities for the year ahead. We are looking to secure multi-year funding towards core costs, and we are seeking funds for the benefit of our thematic networks from trusts and foundations.

Structure, governance and management

Clinks is governed by a Board of Trustees, which consists of at least eight members elected by members of the charity and up to four people who may be co-opted by the Board of Trustees. The Board of Trustees co-opts additional members to ensure a diverse board with the right mix of skills and experience. Clinks has a Finance and Human Resources committee which meets quarterly to discuss key finance and human resources (HR) issues and reports back to the Board of Trustees. It is chaired by the Treasurer. Clinks' business model now has expertise in-house for business functions such as Finance, Governance and fundraising, and is now outsourcing additional Finance and HR support overseen by the Deputy Chief Executive Officer and the Business Manager with expertise added by Clinks' Treasurer.

The organisation is a charitable company limited by guarantee, incorporated on 12 May 1998 and registered as a charity on 5 March 1999.

Appointment of trustees

Clinks' renowned Chair Roma Hooper (OBE) will be stepping down at next year's AGM having served 2 terms with us. Roma has brought a wealth of guidance and experience to the role for which we will always remain grateful. We will begin the 2024-25 year with active recruitment for an equally dynamic new Chair who is keen to steer Clinks into a new era. We have also finished off this financial year with a trustee recruitment drive. The calibre of applicants was exceptionally high, and we plan to onboard four new Trustees who bring a varied and valuable array of skills and experience to our board table. The four Trustees will formally join our board as soon as possible.

Trustee induction and training

New trustees are given a copy of the Clinks Trustee Handbook, which includes a range of key documents, including the articles of association, recent accounts, the business plan and minutes of previous meetings. The new trustees meet with the CEO and key staff to discuss their role and priorities and to better understand their skills and interests and how these apply to our shared goals.

Remuneration policy for key management personnel

Clinks aims to have a reward strategy which attracts, rewards and retains staff. Clinks aims to pay a starting salary at the median for relevant comparators, subject to affordability. The salaries and benefits Clinks offer to its staff, including to the senior management team and CEO are intended to be:

- As equitable as possible
- Transparent and understood by staff
- Market relevant but not market driven
- Cost effective and affordable.

Starting salary and increments

Posts are advertised at the base rate, with one increment awarded after one year's service and after five years' service. Clinks' salaries are informed by the NJC salary scale and Clinks will aim to implement their cost-of-living award annually (subject to affordability). The Finance and HR committee oversee the salary policy.

Statement of responsibilities of the trustees

The trustees (who are also directors of Clinks 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 and statements of recommended practice 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 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. They 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. In so far as the trustees are aware:

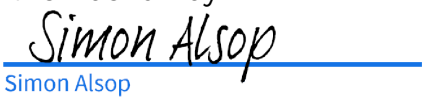
- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2024 was eight (in 2023 it was six). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Auditors Sayer Vincent LLP were re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 5 November 2024 and signed on their behalf by:



Simon Alsop

Simon Alsop
Treasurer

Independent auditor's report

Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2024 and of its 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 charitable 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 relation 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 Clinks' 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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinion 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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, 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 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 charitable 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 the 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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the board of trustees, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:

  » Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  » Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  » The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.
A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities
This description forms part of our auditor's report.

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. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Sayer Vincent LLP

27 November 2024

Jonathan Orchard (Senior statutory auditor)
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane London, EC1Y 0TG

Financial statements

Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2024

	Note	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Income from:							
Charitable activities							
Support, representation and promotion	2	168,466	985,235	**1,153,701**	269,311	989,565	1,258,876
Other trading activities	3	77,973	-	**77,973**	44,241	-	44,241
Interest	4	1,906	-	**1,906**	150	-	150
Total income		248,345	985,235	**1,233,580**	313,702	989,565	1,303,267
Expenditure on:							
Charitable activities							
Support, representation and promotion	5a	267,508	1,000,525	**1,268,033**	441,693	992,863	1,434,556
Total expenditure		267,508	1,000,525	**1,268,033**	441,693	992,863	1,434,556
Net (expenditure) for the year	7	(19,163)	(15,290)	**(34,453)**	(127,991)	(3,298)	(131,289)
Transfers between funds		-		**-**	-	-	-
Net movement in funds		(19,163)	(15,290)	**(34,453)**	(127,991)	(3,298)	(131,289)
Reconciliation of funds:							
Total funds brought forward		315,431	15,290	**330,721**	443,422	18,588	462,010
Total funds carried forward		296,268	-	**296,268**	315,431	15,290	330,721

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17a to the financial statements.

Balance sheet
as at 31 March 2024

	Note	2024		2023	
		£	£	£	£
Fixed assets:					
Tangible assets	12		**7,778**		12,939
Current assets:					
Debtors	13	**156,334**		68,387	
Short term deposit		**200,060**		298,053	
Cash at bank and in hand		**67,442**		106,611	
		423,836		473,050	
Liabilities:					
Creditors: amounts falling due within one year	14	**135,346**		155,269	
Net current assets			**288,490**		317,782
Total net assets			**296,268**		330,721
The funds of the charity:	17a				
Restricted income funds			**-**		15,290
Unrestricted income funds:					
General funds		**296,268**		315,431	
Designated funds		**-**		-	
Total unrestricted funds			**296,268**		315,431
					-
Total charity funds			**296,268**		330,721

Approved by the management committee on 5 November 2024 and signed on its behalf by:

Simon Alsop

Simon Alsop

Simon Alsop

Treasurer

Clinks is a registered charity no. 1074546 and a company limited by guarantee, registered in England and Wales no. 3562176.

Statement of cash flows
for the year ended 31 March 2024

Reconciliation of net income / (expenditure) to net cash flow from operating activities	2024	2023
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**(34,453)**	(131,289)
Depreciation charges	**5,161**	5,190
Dividends and interest from investments	**1,906**	150
(Increase)/decrease in debtors	**(87,947)**	(30,757)
Increase/(decrease) in creditors	**(19,923)**	(23,479)
Net cash provided by / (used in) operating activities	**(135,256)**	(180,185)

	Note	2024		2023	
		£	£	£	£
Cash flows from operating activities					
Net cash provided by / (used in) operating activities			**(135,256)**		(180,185)
Cash flows from investing activities:					
Dividends and interest from investments		**(1,906)**		**(150)**	
Purchase of fixed assets		**-**		**(972)**	
Net cash (used in) investing activities			**(1,906)**		(1,122)
Change in cash and cash equivalents in the year			**(137,162)**		(181,307)
Cash and cash equivalents at the beginning of the year			**404,664**		585,971
Cash and cash equivalents at the end of the year	18		267,502		404,664

Notes to the financial statements

For the year ended 31 March 2024

1. Accounting Policies

a) Statutory information

Clinks is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is 82a James Carter Road, Mildenhall, Bury St Edmunds, IP28 7DE.

b) Basis of preparation

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), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015/March 2018) and the Companies Act 2006/Charities Act 2011.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Clinks has taken a deliberately prudent approach in reserves planning to ensure smoothing over austere and uncertain times.

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.

e) 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.

f) 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.

g) 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.

h) Expenditure and irrecoverable VAT

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 charitable company 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 delivering services and other activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) 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, is apportioned based on the estimated staff time attributable to each activity.

- Projects 90%
- Support costs 9%
- Governance costs 1%

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.

j) Operating leases

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

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £150. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

The depreciation rates in use are as follows:

• Computer four years

l) 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.

m) Cash at bank and in hand

Cash at bank and cash 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.

n) 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.

o) Financial instruments

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.

p) Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity. Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

q) Pensions

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.

2. Income from charitable activities

	2024			2023		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Grants	168,466	985,235	**1,153,701**	269,311	989,565	**1,258,876**
Total income from charitable activities	168,466	985,235	**1,153,701**	269,311	989,565	**1,258,876**
Restricted grants consist of:						
Lloyds Bank Foundation for England and Wales		-	**-**	-	97,255	97,255
Barrow Cadbury Trust	-	53,000	**53,000**	-	50,000	50,000
HM Prison and Probation Service / Ministry of Justice - Infrastructure Grant	-	550,000	**550,000**	-	550,000	550,000
City Bridge Trust	-	53,274	**53,274**	-	54,350	54,350
Criminal Justice in Wales (CJiW)	-	19,311	**19,311**	-	5,000	5,000
Arts Council England	-	66,196	**66,196**	-	66,196	66,196
Paul Hamlyn Foundation (Inspiring Futures)	-	-	**-**	-	50,000	50,000
Plymouth City Council	-	-	**-**	-	41,632	41,632
Cambridge University	-	-	**-**	-	4,356	4,356
Making Every Adult Matter (MEAM)	-	9,374	**9,374**	-	-	-
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	108,680	**108,680**	-	70,776	70,776
Porticus Family	-	75,400	**75,400**	-	-	-
City Bridge Foundation - Good Prisons Project	-	50,000	**50,000**	-	-	-
Sub-total	-	985,235	**985,235**	-	989,565	989,565

3. Income from other trading activities

	2024			2023		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Membership fees	36,333	-	**36,333**	30,453	-	30,453
Associate membership fees	275	-	**275**	1,245	-	1,245
Consultancy Fees Earned	2,250	-	**2,250**	-	-	-
Paid listings	3,450	-	**3,450**	3,700	-	3,700
Conference fees	25,867	-	**25,867**	7,400	-	7,400
Donations	1,000	-	**1,000**	200	-	200
Other income	8,798	-	**8,798**	1,243	-	1,243
Sub-total	77,973	-	**77,973**	44,241	-	44,241

4. Income from investments

	2024			2023		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Interest receivable	1,906	-	**1,906**	150	-	150
Sub-total	1,906	-	**1,906**	150	-	**150**

5a. Analysis of expenditure

	Direct cost of activities	Grant funding of activities	Support costs	Governance costs	**2024 Total**	**2023 Total**
	£	£	£		**£**	£
Grants and partnership payments made (note 6)	-	-	-	-	**-**	44,550
Salaries	1,001,392	-	-	-	**1,001,392**	1,168,012
Travel and subsistence for staff	41,266	-	-	251	**41,517**	26,417
Recruitment costs	-	-	-	-	**-**	3,922
Fees for freelance workers	63,133	-	2,700	-	**65,833**	25,431
Premises costs	-	-	9,517	-	**9,517**	7,389
Office costs	-	-	44,097	-	**44,097**	38,049
Subscriptions	-	-	9,243	-	**9,243**	-
Newsletter and publications	-	-	5,939	-	**5,939**	7,190
Training for staff and volunteers	-	-	35	-	**35**	699
Training for beneficiaries	-	-	-	-	**-**	140
Depreciation	-	-	5,161	-	**5,161**	5,190
Conference costs	11,623	-	-	-	**11,623**	28,793
Professional fees	3,682	-	7,630	-	**11,312**	13,916
Audit fees	-	-	-	10,080	**10,080**	11,208
Network development	10,000	-	-	-	**10,000**	-
Partnership Involvement	4,000	-	-		**4,000**	-
Bank charges and interest	-	-	4,697	-	**4,697**	274
Meeting costs	723	-	-	-	**723**	2,163
Management Committee Costs	-	-	201		**201**	1,105
Website development/maintenance	-	-	24,058	-	**24,058**	32,626
Partners staff fees	-	-	-	-	**-**	7,500
Digital media - licences	-	-	8,605	-	**8,605**	9,983
Sub-total	1,135,819	-	121,883	10,331	**1,268,033**	1,434,556

Of the total expenditure £267,508 (2023: £441,693) was unrestricted and £1,000,525 (2023: £992,863) was restricted.

5b. Analysis of expenditure (prior year)

	Direct cost of activities	Grant funding of activities	Support costs	Governance costs	2023 Total
	£	£	£		£
Grants and partnership payments made (note 6)	-	44,550	-	-	**44,550**
Salaries	1,168,012	-	-	-	**1,168,012**
Travel and subsistence for staff	26,417	-	-	-	**26,417**
Recruitment costs	3,355	-	567	-	**3,922**
Fees for freelance workers	25,431	-	-	-	**25,431**
Premises costs	-	-	7,389	-	**7,389**
Office costs	-	-	38,049	-	**38,049**
Subscriptions	-	-	-	-	**-**
Newsletter and publications	7,190	-	-	-	**7,190**
Training for staff and volunteers	-	-	699	-	**699**
Training for beneficiaries	140	-	-	-	**140**
Depreciation	-	-	5,190	-	**5,190**
Conference costs	28,793	-	-	-	**28,793**
Professional fees	13,916	-	-	-	**13,916**
Audit fees	-	-	-	11,208	**11,208**
Bank charges and interest	-	-	274	-	**274**
Meeting costs	2,163	-	-	-	**2,163**
Management Committee Costs	-	-	1,105	-	**1,105**
Website development/maintenance	-	-	32,626	-	**32,626**
Partners staff fees	7,500	-	-	-	**7,500**
Digital media - licences	9,983	-	-	-	**9,983**
Sub-total	1,292,899	44,550	85,899	11,208	**1,434,556**

6. Grant making (current year)

	Grants to institutions	2024	2023
	£	£	£
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	-	25,200
Criminal Justice Board for Wales	-	-	3,640
Lloyds Bank Foundation - Stronger Voice	-	-	15,710
At the end of the year	-	-	44,550

7. Net income / expenditure for the year

This is stated after charging / (crediting):	2024	2023
	£	£
Depreciation	**5,161**	5,190
Auditor's remuneration (excluding VAT):		
Audit	**8,400**	9,340

8. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:	**2024**	**2023**
	£	£
Salaries and wages	**854,352**	971,817
Social security costs	**92,874**	103,579
Pension contributions and other employee benefits	**54,166**	92,616
	1,001,392	1,168,012
The following number of employees received salary and employee benefits (excluding employer pension costs) during the year between:	**2024**	2023
	No.	No.
£60,000 - £69999	**1**	-

The total employee benefits including pension contributions of the key management personnel were £291,903 (2023: £259,802). The Leadership Team comprises of the CEO, DCEO plus three key employees.
The charity trustees were not paid or received any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).
Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £251 (2023: £285).

9. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:	**2024**	**2023**
	No.	No.
Projects	**16**	17
Support	**9**	12
	25	29

10. Related party transactions

There are no related party transactions to disclose for 2024 (2023: none).
There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

11. Taxation

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

12. Tangible fixed assets

	Computer equipment	Total
	£	£
Cost or valuation		
At the start of the year	92,855	**92,855**
Additions in year	-	**-**
At the end of the year	92,855	**92,855**
Depreciation		
At the start of the year	79,917	**79,917**
Charge for the year	5,161	**5,161**
At the end of the year	85,078	**85,078**
Net book value		
At the end of the year	7,778	**7,778**
At the start of the year	12,939	**12,939**

All of the above assets are used for charitable purposes.

13. Debtors

	2024	2023
	£	£
Trade debtors	**15,124**	31,209
Accrued Income	**137,583**	
Other debtors	**2,125**	22,464
Prepayments	**1,502**	14,714
	156,334	68,387

14. Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	**2,940**	18,700
Taxation and social security	**64,272**	42,237
Other creditors	**2,930**	32,060
Accruals	**47,029**	42,032
Deferred income	**18,175**	20,240
	135,346	155,269

15. Deferred income

Deferred income comprises membership and grant income received during the year for use in 2024/2025	**2024**	**2023**
	£	£
Balance at the beginning of the year	**20,240**	20,000
Amount released to income in the year	**(20,240)**	(20,000)
Amount deferred in the year	**18,175**	20,240
Balance at the end of the year	**18,175**	20,240

16a. Analysis of net assets between funds (current year)

	General unrestricted	Restricted	**Total funds**
	£	£	**£**
Tangible fixed assets	7,778	-	**7,778**
Net current assets	288,490	-	**288,490**
Net assets at the end of the year	**296,268**	-	**296,268**

16b. Analysis of net assets between funds (year prior)

	General unrestricted	Restricted	**Total funds**
	£	£	**£**
Tangible fixed assets	12,939	-	**12,939**
Net current assets	302,492	15,290	**317,782**
Net assets at the end of the year	315,431	15,290	**330,721**

17a. Movements in funds (current year)

	At 1 April 2023	Income & gains	Expenditure & losses	Transfers	At 31 March 2024
	£	£	£	£	£
Restricted funds:					
National Criminal Justice Arts Alliance	15,290	66,196	(81,486)	-	-
Criminal Justice in Wales Board	-	19,311	(19,311)	-	-
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	108,680	(108,680)	-	-
Making Every Adult Matter – Policy	-	9,374	(9,374)	-	-
City Bridge Trust	-	53,274	(53,274)	-	-
City Bridge Foundation - Good Prisons Project	-	50,000	(50,000)	-	-
Porticus Family	-	75,400	(75,400)	-	-
Ministry of Justice – Infrastructure	-	550,000	(550,000)	-	-
Barrow Cadbury Trust – Policy Engagement	-	53,000	(53,000)	-	-
Total restricted funds	15,290	985,235	(1,000,525)	-	-
Unrestricted funds:					
Total Unrestricted funds	315,431	248,345	(267,508)	-	**296,268**
Designated Funds:					
	-	-	-	-	-
Total unrestricted funds	315,431	248,345	(267,508)	-	**296,268**
Total funds	330,721	1,233,580	(1,268,033)	-	**296,268**

17b. Movements in funds (year prior)

	At 1 April 2022	Income & gains	Expenditure & losses	Transfers	At 31 March 2023
	£	£	£	£	£
Restricted funds:					
National Criminal Justice Arts Alliance	12,570	120,552	(117,832)	-	**15,290**
Lloyds Bank Foundation for England & Wales	2,611	97,255	(99,865)	-	-
Criminal Justice Board for Wales	-	5,000	(5,000)	-	-
Plymouth City Council	-	41,632	(41,632)	-	-
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	70,776	(70,776)	-	-
Making Every Adult Matter – Policy	-	-	-	-	-
City Bridge Trust	-	54,350	(54,350)	-	-
Ministry of Justice – Infrastructure	-	550,000	(550,000)	-	-
Greater London Authority – Grassroots Society	3,408	-	(3,408)	-	-
Barrow Cadbury Trust – Policy Engagement	-	50,000	(50,000)	-	-
Total restricted funds	18,589	989,565	(992,863)	-	**15,290**
Total unrestricted funds	443,422	313,702	(441,694)	-	**315,431**
Total funds	462,011	1,303,267	(1,434,557)	-	**330,721**

Purposes of restricted funds

National Criminal Justice Arts Alliance

Clinks is working with a range of different organisations to improve policies and practice in relation to arts-based work with people with a lived experience of the criminal justice system and their families. This includes developing the Arts Alliance as the main national network for arts organisations that work in the criminal justice system.

Lloyds Bank Foundation for England and Wales

Develops an influential sector voice and, leadership with vision for the voluntary sector working in criminal justice, in particular small and specialist organisations by building on our existing strong relationships with key stakeholders, at both national and regional level, in order to increase engagement and influence.

City Bridge Trust and Civil Society Roots Fund

Funding for the London Development Officer to develop expertise on the voluntary sector working in criminal justice in London, its strengths and weaknesses and its challenges and opportunities; Provide a range of support to the sector, including a comprehensive programme of information; Ensuring the London sector's voice is heard and its important work is recognised, at both regional and national level: supporting partnerships within and between sectors.

City Bridge Foundation - Good Prison Project

Funding to deliver the Good Prison Project in HMP Isis which includes a specific voluntary sector coordinator stationed at the prison to facilitate better ways of working between the prison and the voluntary sector in order to provide best possible opportunities for the men at HMP Isis.

Porticus - Families Network

Porticus has funded the creation of Clinks' specialist Family Support network which includes specialist organisations who support families of individuals in the criminal justice system and this is building momentum.

Criminal Justice in Wales Board

Funding from the Criminal Justice in Wales Board to deliver the Community Engagement Network which enables the Criminal Justice System Anti-Racist Action Plan to be effectively progressed.

Health Work

Clinks is part of the VCSE Health and Wellbeing Alliance, funded by the Department for Health and Social Care. The Alliance is a partnership between sector representatives and the health and care system. Clinks focuses on matters relating to health and justice.

MEAM - Local Development / MEAM - Policy

Policy - Clinks deliver the Voices from the Frontline project, as part of an embedded policy team across the MEAM coalition partners. The project aims to raise the voice of people experiencing multiple needs to government, as well as highlighting the impact of policies on this group.

Policy Engagement

To support Clinks' senior level policy and political engagement work.

Infrastructure Fund - HM Prison and Probation Service / Ministry of Justice

A strategic grant from the Criminal Justice Group to deliver outcomes in relation to representation and voice, communication and partnership working.

18. Analysis of cash and cash equivalents

	At 1 April 2023	Cash flows	At 31 March 2024
	£	£	£
Cash at bank and in hand	106,611	(39,169)	**67,442**
Notice deposits (less than three months)	298,053	(97,993)	**200,060**
Total cash and cash equivalents	404,664	(137,162)	**267,502**

19. 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.

Reference and administrative information

Company number: 3562176
Charity number: 1074546
Registered office and operational address: 82A James Carter Road, Mildenhall, Suffolk IP28 7DE
Country of registration: England and Wales
Country of incorporation: United Kingdom
Trustees: Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

- Roma Hooper OBE – Chair
- Kelly Loftus
- Simon Alsop – Treasurer
- Donna Everett
- Salim Baba
- Simon Ruding
- Amina Ditta
- Maisie Hulbert (resigned September 2024)
- Jessica Southgate (resigned November 2023)
- Tanya Lightfoot-Taylor (board fellowship programme, volunteer)
- Iona Macmillan-Douglas (co-opted April 2024)
- Michaela-Clare Addison (co-opted April 2024)
- Olivia Patten (co-opted April 2024)

Key management personnel: Anne Fox – Chief Executive Officer
Bankers: CAF Bank Limited, 25 Kingshill Avenue, West Malling, Kent ME19 4JQ
Auditor: Sayer Vincent LLP, Chartered Accountants and Statutory Auditor Invicta House, 110 Golden Lane, London EC1Y 0TG

Thank you to our funders

We would like to take this opportunity to thank all those who have donated to our work and supported us. Your support enables Clinks to continue being the backbone of the voluntary sector and helps us to make sure that people in contact with the criminal justice system are supported by a voluntary sector that is vibrant, independent and resilient. From all of us here at Clinks, thank you!

Clinks funders throughout 2023-24 were:
AB Charitable Trust; Arts Council England; The Aurum Charitable Trust; Barrow Cadbury Trust; Bromley Trust; City Bridge Foundation; Criminal Justice in Wales Board; Department of Health and Social Care; J Leon; HM Prison and Probation Service; Mayor's Office for Police and Crime; Ministry of Justice; Porticus UK.

We would also like to thank our partners this year, Q-SEED and the Making Every Adult Matter Coalition.

Join Clinks: be heard, informed, and supported

Are you a voluntary organisation supporting people in the criminal justice system?

Join our network of over 500 members. Clinks membership offers you:

- A voice to influence change
- Practical assistance to be effective and resilient
- Support from a community of like-minded professionals.
- Membership starts at just £80 per year and is free for small and specialist organisations.
  www.clinks.org/membership

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CLINKS

England & Wales - Charity number 1074546

Accounts

Clinks member Only Connect

financial review

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP) applicable to charities preparing their accounts in accordance with FRS 102.

Financial review

It has once again been a challenging year, one that has tested the resilience of Clinks and the team as we try to traverse this financially austere climate, raise funds and navigate the changing external environment. We are still acutely aware of the residual impact left behind from the Covid pandemic on available funds for charities, and the horizon is not yet clear as we brace ourselves to weather the impact of the rising cost of living crisis.

The trustees approved a deficit budget in April 2022 which is customary in practice but was ambitious in terms of funding amounts to achieve. The deficit agreed in April 2022 was £250,000. We were able to agree to such a speculative deficit due to a change in Clinks circumstances and calculated position in reserves due to becoming a fully remote organisation.

We mitigated the deficit throughout the year by continued fundraising, bringing in additional resource to support activity, natural cost saving and strict financial planning.

We ended in March 23 with a balance of £330,721 of which, £315,431 are free reserves and £15,290 is restricted funds.

Clinks was able to meet and satisfy funder commitments as well as delivering on planned activity and sustain our current high standards of outputs.

Clinks has again examined its reserves levels to ensure that we hold appropriate levels to remain financially stable, however, some extensive work was completed in March 2023 to test current risks and establish if critical loss of restricted funding is our most prevailing risk. The calculated reserves level is £319,000 and Clinks free reserves held are £315,431. We had taken the strategic decision to leave Clinks free reserves above the required level so that we can counter some of the risk of running at a larger deficit than usual.

This provision remains in line with our revised reserves policy (which is detailed under Reserves and Going Concern). There is a carry-over of £15,290 in restricted income due predominantly to carry-over from a cost-of-living bonus awarded by the funder for London development and support. We intend to use this as a bursary for membership for London members to attend Clinks conference and NCJAA digital support activities.

The generous support of our funders has allowed us to continue with our commitment to support the sector through uncertain times and an austere funding environment.

With additional and unplanned resources secured from both current and new funders we were able to continue supporting voluntary organisations working with families in the criminal justice system and administer a small grants programme to support the development of the Criminal Justice Anti-Racism Action Plan for Wales.

We have, where possible, continued to try to ease some of the financial and logistical hardship that the voluntary sector working in the criminal justice system faces, by introducing a bursary for small and specialist members for membership fees and we have continued to deliver our events on a virtual platform to maximise cost and time efficiency for the criminal justice voluntary sector.

We acknowledge and are grateful for the vital support of our long-standing and new funders which has enabled us to successfully fulfil our strategic objectives and to implement our ambitious strategy which we intend to build on. This funding allows Clinks to create positive change for people in the criminal justice system by supporting a vibrant and resilient voluntary sector and working with our members to influence policy and practice across England and Wales.

Principal risks and uncertainties

A deliberate focus on governance and a successful trustee recruitment drive has continued to strengthen our underpinning and structure. We have built on the success of our improved governance by further developing the work of the Finance and Human Resources Committee – headed by Simon Alsop, Treasurer – including appointing new members to the committee alongside existing members who have wide reaching skills and disciplines in charity business development. The committee has supported the board in the overall management and monitoring of finance and staffing matters in Clinks by providing an appropriate level of scrutiny of the finances, HR policies and practices of Clinks prior to making recommendations on these matters to the trustees for their decision.

In addition, we have introduced a going concern measure by calculating projections of not only Clinks current year, but up-stream planning for future years, applying current and predicted financial principals and environments to current knowledge and financial planning.

Clinks' trustees acknowledge their responsibility for identifying and managing the risks to which the charity is exposed. Quarterly reviews of the risk register ensure that the trustees are well informed to arrive at a set of parameters and decisions for the amount of risk they consider to be acceptable. This includes reviewing staff turnover by ensuring that we analyse exit interviews and introducing staff surveys to ensure that we can minimise staff churn.

The trustees continue to review and question the reserves policy to establish and agree an appropriate level of reserves. With this information the trustees can make informed choices about the strategic proposals put forward by the executive.

The principal risk, which continues to cause uncertainty for Clinks, has shifted from loss of an infrastructure grant from the Ministry of Justice to, not securing core or unrestricted income to achieve ambitions and to protect our independence.

We understand that the impact COVID-19 has had on investments and portfolios will be felt for a significant period while investments slowly recover and the demand for funding is greater than ever. Voluntary organisations working in the criminal justice system currently struggle with the inability to cover core costs. Voluntary sector investment portfolios have suffered from the fall of the stock market and some charities have little or no financial reserves. Therefore, the need for a deliberately cautious approach to spending and preservation of Clinks' reserves is paramount to ensure financial stability in the approaching times of further austerity.

There are risks that our influencing activity and work alongside criminal justice agencies lose impact as policy priorities and emphasis change and we are required to adjust direction in order to provide a responsive and reactive programme of support to the sector. In our work as a critical friend to the government to influence key policy areas and service development, there is also risk that we are perceived as not providing sufficient challenge to the government as some in the sector may wish us to do.

In such a time of change there is a risk that Clinks' dedicated staff team and limited resources will be overburdened. In turn, our work to respond to this change may create pressure on the time and resources of smaller specialist organisations.

Reserves policy and going concern

Trustees and the Finance and Human Resources Committee scoped Clinks' most prevalent risk and calculated a bespoke calculation based on highest risk and maximum service needed to ensure that Clinks can still offer a service to the criminal justice system if lack of core is secured. To establish the appropriate level of reserves, in March 2023 we considered how Clinks could continue to operate in the event of a loss of core funding, as we feel that this is where we are most at risk and most vulnerable. If this were to occur, we believe that our work is essential to the sector and that there is a longer-term need for Clinks' support. Our operating reserves would need to allow us to continue to operate, albeit potentially with a reduced offer and a reduced staffing team. On that basis, the trustees agreed on a deliberately prudent approach to risk, and this is the foundation on which specific scenarios have been fully costed to ensure Clinks has a margin of safety.

Clinks' business model means that income and expenditure can be forecast with reasonable accuracy.

However, the trustees feel that an operating reserve needs to be introduced to provide a core service plus the cost of an orderly wind-down of operations under the most extreme scenario. This is to take account of the turbulence of voluntary sector funding, uncertainty of external factors, potential delays or cessation of previously relied-upon income streams and the potential impact of a slow recovery from COVID-19 for the criminal justice system and voluntary organisations working alongside it, as well as potential for the economic climate to impact negatively on investments and portfolios.

Therefore, the reserves level Clinks needs to hold is based on the scenario in which Clinks was faced with a critical loss of funding, making the continuation of the current model untenable, but in which the board wished to continue to provide core services to the sector. An operating reserve was costed based on a transition period with a core team to allow Clinks to re-assess and plan an alternative direction and, therefore, alternative income streams. This core staff approach would achieve maximum reach and value, until such times that financial security could be restored and a restructure and rebuild plan could be devised and executed.

Based on the recent trend of expenditure levels, the minimum amount required to execute the above is £427,555. Clinks free reserves at 31 March 2023 are £315,431.

Forecasting suggests that we would need a minimum of six months to allow Clinks the time to explore new strategies and income streams to rebuild. Should this approach be adopted, and reserves used, consideration must be given to replenish

depleted funds used in the restructure. Caution and vigilance are paramount whilst operating at the lower levels of reserves, so that a decrease in funding or unplanned/increased expenditure (other than natural inflation or planned additional expenditure due to growth and expansion) can be weathered. Holding enough free reserves is essential should climate, attitude or policy alter substantially enough and force a position of financial hardship. Therefore a slight uplift of 5% is included within these costings to give a smoothing effect to funding troughs.

Clinks will continue to monitor this position and a review will be undertaken in March 2024 to determine Clinks' appropriate level of reserves in relation to functionality.

Statement on fundraising practices

Clinks holds fundraising targets for charitable trusts and statutory sources. We do not fundraise from the general public. We do occasionally ask for donations from our members by email but never through telephone or face-to-face appeals. We sometimes use professional fundraisers to provide additional capacity for writing funding applications. Clinks keeps abreast of applicable fundraising regulation and compliance codes. We have never received a complaint about our fundraising activities.

We note that fundraising during a time of post pandemic recovery has been especially difficult to navigate and without wanting to secure funds which divert money away from small and specialist organisations, we have managed to remain stable. We are seeking to engage with current and past funders to connect and discuss opportunities for the year ahead. We are looking to secure multi-year funding towards core costs and we are seeking funds for the benefit of our thematic networks from trusts and foundations.

Structure, governance and management

Clinks is governed by a Board of Trustees, which consists of at least eight members elected by members of the charity and up to four other people who may be co-opted by the Board of Trustees. The Board of Trustees co-opts additional members to ensure a diverse board with the right mix of skills and experience.

Clinks governance team undertook self-assessment in line with the Charity Governance Code and committed to adopting the principles with review on an annual basis.

Clinks has a Finance and Human Resources committee which meets quarterly to discuss key finance and human resources (HR) issues and reports back to the Board of Trustees. It is chaired by the Treasurer. Clinks' business model now has expertise in-house for business functions such as Finance, HR and fundraising, overseen by the Chief Executive Officer (CEO) and new Deputy CEO with expertise added by Clinks' Treasurer. For any arising complex HR issues we benefit from the services of a highly experienced HR consultant who, in addition to advising the CEO, occasionally attends the Finance and HR Committee meetings to offer support and expertise to trustees.

The organisation is a charitable company limited by guarantee, incorporated on 12 May 1998 and registered as a charity on 5 March 1999.

Appointment of trustees

Clinks benefits from an extremely experienced Chair in terms of both criminal justice expertise and experience of being a chair of the board. Roma Hooper (OBE) understands the role and contribution of the voluntary sector working with

people in the criminal justice system and their families and can also help Clinks to broaden our reach and connections across the wider statutory, private and voluntary sectors so we can better support and represent the sector's needs.

This year, as a number of longstanding trustees reached the end of their term and we sought to recruit new trustees, we took the opportunity to thoroughly examine the diversity of our board and which areas of skill, expertise and experience were underrepresented, in order to make our board even stronger. We know that excellence requires diversity of backgrounds, experiences and opinions, and that diverse teams outperform homogenous teams. They bring a broader range of skills, experience and insights – making the board stronger, more diverse and better able to provide leadership and direction. Additionally, it aligns with our values of equality and inclusion and our work towards becoming an anti-racist organisation. During this recruitment we also developed a Board fellow programme, the aim of this programme is to encourage more young people to join Boards. This is a non-voting role and will run for two years.

Clinks strives to be accessible, safe and trusted and to model the future we'd all like to see.

Trustee induction and training

New trustees are given a copy of the Clinks Trustee Handbook, which includes a range of key documents, including the articles of association, recent accounts, the business plan and minutes of previous meetings. The new trustees meet with the CEO and key staff to discuss the role and priorities. Depending on their existing experience and current role, trustees are encouraged to attend seminars and other training events provided by our Auditors and the Charity Finance Group. Presentations are made at trustee meetings to provide insight into the work of Clinks and our members.

Remuneration policy for key management personnel

Clinks aims to have a reward strategy which attracts, rewards and retains staff. Clinks aims to pay a starting salary at the median for relevant comparators, subject to affordability. The salaries and benefits Clinks offers to its staff, including to the senior management team and CEO are intended to be:

- As equitable as possible
- Transparent and understood by staff
- Market relevant but not market driven
- Cost effective and affordable.

Starting salary and increments

Posts are advertised at the base rate, with one increment awarded after one year's service and after five years' service. Clinks' salaries are informed by the NJC salary scale and Clinks will aim to implement their cost of living award annually (subject to affordability). The Finance and HR committee oversee the salary policy.

Statement of responsibilities of the trustees

The trustees (who are also directors of Clinks 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 and statements of recommended practice 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 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. They 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. In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- 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 corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2022 was five (in 2021 it was eight). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity. Auditors Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

Auditors

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 24/10/2023 and signed on their behalf by:

Simon Alsop
Treasurer

Simon Alsop
Simon Alsop (Oct 24, 2023 16:16 GMT+1)

Independent auditor's report

Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2023 and of its 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 charitable 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 Clinks'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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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, 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 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 charitable 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 the 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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the board of trustees, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - » Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - » Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - » The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases

the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities This description forms part of our auditor's report.

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. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

24/10/2023

Jonathan Orchard (Senior statutory auditor)

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, London EC1Y 0TL

Financial statements

Statement of financial activities

(incorporating an income and expenditure account)

for the year ended 31 March 2023

		2023			2022		
		Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	Note	£	£	**£**	£	£	£
Income from:							
Charitable activities Support, representation and promotion	2	269,311	989,565	**1,258,876**	434,205	1,171,891	1,606,096
Other trading activities	3	44,241	-	**44,241**	21,907	150	22,057
Interest	4	150	-	**150**	1,098	-	1,098
Total income		313,702	989,565	**1,303,267**	457,210	1,172,041	1,629,251
Expenditure on:							
Charitable activities Support, representation and promotion	5a	441,694	992,863	**1,434,557**	467,602	1,174,859	1,642,461
Total expenditure		441,694	992,863	**1,434,557**	467,602	1,174,859	1,642,461
Net (expenditure) / income for the year	7	(127,992)	(3,298)	**(131,290)**	(10,392)	(2,818)	**(13,210)**
Transfers between funds		-		**-**	-	-	-
Net movement in funds		(127,992)	(3,298)	**(131,290)**	(10,392)	(2,818)	(13,210)
Reconciliation of funds:							
Total funds brought forward		443,422	18,588	**462,010**	453,814	21,406	475,220
Total funds carried forward		315,431	15,290	**330,721**	443,422	18,588	462,010

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

Balance sheet

as at 31 March 2023

		2023		2022	
	Note	£	**£**	£	£
Fixed assets:					
Tangible assets	12		**12,939**		17,157
Current assets:					
Debtors	13	68,387		37,630	
Short term deposit		298,053		298,002	
Cash at bank and in hand		106,611		287,969	
		473,050		623,601	
Liabilities:					
Creditors: amounts falling due within one year	14	155,269		178,748	
Net current assets			**317,782**		444,854
Total net assets			**330,721**		462,010
The funds of the charity:	18a				
Restricted income funds					
Unrestricted income funds:			**15,290**		18,588
General funds		315,431		443,422	
Designated funds		-		-	
Total unrestricted funds			**315,431**		443,422
Total charity funds			**330,721**		462,010

Approved by the management committee on 24/10/2023 and signed on its behalf by:

Simon Alsop
Treasurer

Simon Alsop
Simon Alsop (Oct 24, 2023 16:16 GMT+1)

Clinks is a registered charity no. 1074546 and a company limited by guarantee, registered in England and Wales no. 3562176.

Statement of cash flows
for the year ended 31 March 2023

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2023	2022
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**(131,295)**	(13,210)
Depreciation charges	**5,190**	1,616
Dividends and interest from investment	**150**	1,098
(Increase)/decrease in debtors	**(30,757)**	1,891
Increase/(decrease) in creditors	**(23,479)**	(45,222)
Net cash provided by / (used in) operating activities	**(180,191)**	(53,827)

		2023		2022	
Cash flows from operating activities					
Net cash provided by / (used in) operating activities			(180,191)		(53,827)
Cash flows from investing activities:					
Dividends, interest and rents from investments		(150)		(1,098)	
Purchase of fixed assets		(972)		(378)	
Net cash provided by / (used in) investing activities			(1,122)		(1,476)
Change in cash and cash equivalents in the year			(181,313)		(55,303)
Cash and cash equivalents at the beginning of the year			585,971		641,274
Cash and cash equivalents at the end of the year	19		404,658		585,971

Notes to the financial statements
for the year ended 31 March 2022

1. Accounting policies

a. Statutory information

Clinks is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 82a James Carter Road, Mildenhall, Bury St Edmunds, IP28 7DE.

b. Basis of preparation

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), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015/March 2018) and the Companies Act 2006/Charities Act 2011.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c. Public benefit entity

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

d. Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Clinks has taken a deliberately prudent approach in reserves planning to ensure smoothing over austere and uncertain times.

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.

e. 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.

f. 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.

g. 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.

h. Expenditure and irrecoverable VAT

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 charitable company 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 delivering services and other activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i. 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, is apportioned based on the estimated staff time attributable to each activity.

- Projects 92%
- Support costs 8%
- Governance costs

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.

j. Operating leases

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

k. Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £150. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Computer 4 years

l. 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.

m. Cash at bank and in hand

Cash at bank and cash 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.

n. 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.

o. Financial instruments

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.

p. Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

q. Pensions

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.

2. Income from charitable activities

	2023			2022		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Grants	269,311	989,565	**1,258,876**	434,205	1,171,891	1,606,096
[Other income from charitable activity A]	-	-	-	-	-	-
Total income from charitable activities	269,311	989,565	**1,258,876**	434,205	1,171,891	1,606,096
Restricted grants consist of:						
Lloyds Bank Foundation for England and Wales	-	97,255	**97,255**	-	95,355	95,355
Monument Trust	-	-	**-**	-	50,000	50,000
Barrow Cadbury Trust	-	50,000	**50,000**	-	50,000	50,000
Her Majesty's Prison and Probation Service – Infrastructure Grant	-	550,000	**550,000**	-	550,000	550,000
City Bridge Trust	-	54,350	**54,350**	-	54,100	54,100
Criminal Justice in Wales (CJiW)	-	5,000	**5,000**	-	55,000	55,000
Arts Council England	-	66,196	**66,196**	-	66,196	66,196
Paul Hamlyn Foundation(Inspiring Futures	-	50,000	**50,000**	-	110,000	110,000
Plymouth City Council	-	41,632	**41,632**	-	-	-
Cambridge University	-	4,356	**4,356**	-	10,890	10,890
Making Every Adult Matter (MEAM)	-	-	**-**	-	11,850	11,850
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	70,776	**70,776**	-	93,500	93,500
Greater London Authority – Grassroots Society	-	-	**-**	-	25,000	25,000
Sub-total	-	989,565	**989,565**	-	1,171,891	1,171,891

3. Income from other trading activities

	2023			2022		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Membership fees	30,453	-	**30,453**	-	-	-
[B]	-	-	**-**	-	-	-
[C]	-	-	**-**	-	-	-
Associate membership fees	1,245	-	**1,245**	10,698	-	10,698
Consultancy fees earned	-	-	**-**	-	-	-
Paid listings	3,700	-	**3,700**	7,000	-	7,000
Conference fees	7,400	-	**7,400**	-	-	-
Sales of publications	-	-	**-**	-	-	-
Donations	200	-	**200**	2,000	-	2,000
Other income	1,243	-	**1,243**	2,209	150	2,359
Sub-total	44,241	-	**44,241**	21,907	150	22,057

4. Income from investments

	2023			2022		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Interest receivable	150	-	**150**	1,098	-	1,098
Sub-total	150	-	**150**	1,098	-	1,098

5a. Analysis of expenditure

	Direct cost of activities	Grant funding of activities	Support costs	**2023 Total**	**2022 Total**
	£	£	£	**£**	£
Ministry of Justice – Infrastructure	508,118	-	41,882	**550,000**	550,000
Other support, representation and promotion activities	379,878	-	12,853	**392,731**	394,291
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	40,765	25,200	4,811	**70,776**	93,500
Arts Alliance	50,834		16,998	**67,832**	114,666
Rothschild	-	-	-	**-**	0
Paul Hamlyn Foundation – Inspiring Futures	50,000	-	-	**50,000**	110,000
Criminal Justice Board for Wales	-	3,640	1,360	**5,000**	55,000
City Bridge Trust	53,706	-	644	**54,350**	63,227
Lloyds Bank Foundation for England & Wales	77,089	15,710	7,066	**99,865**	96,785
Greater London Authority – Grassroots Society	3,408		-	**3,408**	29,831
Plymouth City Council	40,902	-	730	**41,632**	-
Ministry of Justice – Women's Capacity Building	-	-	-	**-**	-
Barrow Cadbury Trust – Policy Engagement	50,000	-	-	**50,000**	50,000
Making Every Adult Matter - Policy		-	-	**-**	11,850
NE local development	23,499	-	730	**24,229**	56,606
NW local development	24,324	-	415	**24,739**	16,705
	1,302,524	44,550	87,488	**1,434,562**	1,642,461

(Note 5a continued)

	Direct cost of activities	Grant funding of activities	Support costs	**2023 Total**	**2022 Total**
	£	£	£	**£**	£
Grants and partnership payments made (note 6)	-	44,550	-	**44,550**	173,759
Salaries	1,168,012	-	-	**1,168,012**	1,228,375
Travel and subsistence for staff	26,417	-	-	**26,417**	2,735
Recruitment costs	3,355	-	567	**3,922**	2,923
Fees for freelance workers	25,431	-	-	**25,431**	33,980
Renting space and hosting	-	-	5,975	**5,975**	57,640
Insurance	-	-	1,414	**1,414**	1,260
Stationery, printing and photocopy	-	-	7,287	**7,287**	10,699
Telephone and internet charges	-	-	17,519	**17,519**	20,002
Postage	-	-	1,920	**1,920**	3,746
Computer software and maintenance	-	-	22,531	**22,531**	21,434
Subscriptions	-	-	-	**-**	1,387
Newsletter and publications	7,190	-	-	**7,190**	10,630
Training for staff and volunteers	-	-	699	**699**	3,424
Training for beneficiaries	140	-	-	**140**	2,180
Depreciation	-	-	5,190	**5,190**	1,616
Conference costs	28,793	-	-	**28,793**	7,060
Professional fees	13,922	-	-	**13,922**	18,602
Network development			-	**-**	-
Partnership involvement			-	**-**	-
Rates, light and heat	-	-	-	**-**	14,996
Bank charges and interest	-	-	274	**274**	123
Meeting costs	2,163	-	-	**2,163**	-
Management committee costs	-	-	1,105	**1,105**	85
Website development/maintenance	-	-	32,626	**32,626**	2,451
Partners staff fees	7,500	-	-	**7,500**	16,083
Digital media – licences	9,983	-	-	**9,983**	7,272
	1,292,905	44,550	97,107	**1,434,562**	1,642,461

5b. Analysis of expenditure (prior year)

	Direct cost of activities	Grant funding of activities	Support costs	2022 Total
	£	£	£	£
Ministry of Justice – Infrastructure	494,483	-	55,517	**550,000**
Other support, representation and promotion activities	338,933	-	55,358	**394,291**
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	55,210	33,782	4,508	**93,500**
Arts Alliance	113,271	-	1,395	**114,666**
Rothschild	-	-	-	**-**
Paul Hamlyn Foundation Inspiring Futures	20,423	89,577	-	**110,000**
Criminal Justice Board for Wales	4,600	50,400	-	**55,000**
City Bridge Trust	55,507	-	7,720	**63,227**
Lloyds Bank Foundation for England & Wales	88,703		8,082	**96,785**
Greater London Authority	26,479		3,352	**29,831**
Women's Network	-	-	-	**-**
Ministry of Justice – Women's Capacity Building	-	-	-	**-**
Barrow Cadbury Trust	50,000	-	-	**50,000**
Making Every Adult Matter – Policy	11,850	-	-	**11,850**
NE local development	48,120	-	8,486	**56,606**
NW local development	16,705	-	-	**16,705**
	1,324,285	173,759	144,418	**1,642,461**

(Note 5b continued)

	Direct cost of activities	Grant funding of activities	Support costs	2022 Total
	£	£	£	£
Grants and partnership payments made (note 6)		173,759	-	**173,759**
Salaries	1,228,375	-	-	**1,228,375**
Travel and subsistence for staff	2,735	-	-	**2,735**
Recruitment costs	2,248	-	675	**2,923**
Fees for freelance workers	33,980	-	-	**33,980**
Rent	-	-	57,640	**57,640**
Insurance	-	-	1,260	**1,260**
Stationery, printing and photocopy	-	-	10,699	**10,699**
Telephone and internet charges	-	-	20,002	**20,002**
Postage	-	-	3,746	**3,746**
Computer software and maintenance	-	-	21,434	**21,434**
Subscriptions	-	-	1,387	**1,387**
Newsletter and publications	10,630	-	-	**10,630**
Training for staff and volunteers	-	-	3,424	**3,424**
Training for beneficiaries	2,180	-	-	**2,180**
Depreciation	-	-	1,616	**1,616**
Conference costs	7,060	-	-	**7,060**
Professional fees	18,602	-	-	**18,602**
Network development			-	**-**
Partnership Involvement			-	**-**
Rates, light and heat	-	-	14,996	**14,996**
Bank charges and interest	-	-	123	**123**
Meeting costs	-	-	-	**-**
Management committee costs	-	-	85	**85**
Website development/maintenance	-	-	2,451	**2,451**
Partners staff fees	16,083	-	-	**16,083**
Digital media – licences	7,272	-	-	**7,272**
	1,329,164	173,759	139,538	**1,642,461**

6a. Grant making (current year)

	Grants to institutions	2023	2022
	£	£	£
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	25,200	**25,200**	33,782
Criminal Justice Board for Wales	3,640	**3,640**	50,400
Paul Hamlyn Foundation Inspiring Futures	-	**-**	89,577
Lloyds Bank Foundation – Stronger Voice	15,710	**15,710**	-
Racially Minoritised Consultancy Grants	-	**-**	-
Arts Council England Bursary Scheme	-	**-**	-
At the end of the year	44,550	**44,550**	173,759

Most grants are made to solicit expertise from specialist organasations: As part of the Health and Wellbeing Alliance, expertise was sought from Recoop, New Beginnings, Food Matters and Switchback to provide expert advice and to establish any emerging needs in Health and Justice.

Working with the Criminal Justice in Wales Board to contribute towards the Race Equality Community Engagement Scheme by managing the coordination of the CJIW race equality grant allocation process. CJIW will invite third sector organisations across Wales to apply for 1 off grants. The grants were provided to organisations to enable engagement with racially minoritised communities including Gypsy, Roma and Travellers people from across Wales to feed into the boards anti-racism plan.

Inspiring futures is a research project developed by the University of Cambridge for the development of a research tool to measure the effectiveness of the arts in a criminal justice settings. With the support of the Paul Hamlyn Foundation, 7 Arts Partners were commissioned to develop courses, performances and forums to provide vital feedback to the University of Cambridge for them to observe whilst the research tool is in development.

6b. Grant making (prior year)

	2022
	£
VCSE Health and Wellbeing Alliance	**33,782**
Criminal Justice in Wales (small grants)	**50,400**
Inspiring Futures	**89,577**
At the end of the year	**173,759**

Most grants are made to solicit expertise from specialist organisations: As part of the Health and Wellbeing Alliance, expertise was sought from Revolving Doors a Lived Experience Advisory Group to set up a Lived Experience Steering Group for engagement that would benefit and guide health work and to establish any emerging needs in Health and Justice. Hibiscus provided feedback of health and wellbeing needs of racially minoritised women in contact with the CJS – by exploring the health and wellbeing needs of racially minoritised women in contact with the criminal justice system, with specific focus on how this has developed as a result of the pandemic.

Working with the Criminal Justice in Wales Board to contribute towards the Race Equality Community Engagement Scheme by managing the coordination of the CJIW race equality grant allocation process. CJIW will invite third sector organisations across Wales to apply for a grant up to £5000, with flexibility to consider application for up to £10,000 for consortium bids. The grants were provided to organisations to enable engagement with racially minoritised communities including Gypsy, Roma and Travellers people from across Wales to feed into the boards anti-racism plan.

Inspiring futures is a research project developed by the University of Cambridge for the development of a research tool to measure the effectiveness of the arts in a criminal justice settings. With the support of the Paul Hamlyn Foundation, 7 Arts Partners were commissioned to develop courses, performances and forums to provide vital feedback to the University of Cambridge for them to observe whilst the research tool is in development.

7. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2023	2022
	£	£
Depreciation	**5,190**	1,616
Operating lease rentals:		
Property	**-**	42,358
Auditor's remuneration (excluding VAT):		
Audit	**9,340**	8,000

8. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	**971,817**	1,069,349
Termination cost	**-**	-
Social security costs	**103,579**	104,165
Pension contributions and other employee benefits	**92,616**	54,861
	1,168,012	1,228,375

Regular reviews are undertaken to ensure that Clinks has the right blend of professional business focus, strategic direction and sector knowledge.

The following number of employees received salary and employee benefits (excluding employer pension costs) during the year between:

	2023	2022
	No.	No.
£80,000 - £89,999	**0**	1

The total employee benefits including pension contributions of the key management personnel were £259,802 (2022: £283,211). The Leadership Team comprises of the CEO plus 3 key employees. In February 2023, Clinks changed structure and introduced a new DCEO post to diversify the risk of loss of key personel and support its inclusive culture by offering part-time senior roles.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil). Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £285 (2022: £85) incurred by trustee (2022: Nil) members relating to attendance at meetings of the trustees.

9. Staff numbers

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

	2023	2022
	No.	No.
Projects	**17.0**	16.0
Support	**12.0**	14.0
Governance	**-**	1.0
	29.0	31.0

10. Related party transactions

There are no related party transactions to disclose for 2023 (2022: none).

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

11. Taxation

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

12. Tangible fixed assets

	Computer equipment	Total
	£	£
Cost or valuation		
At the start of the year	91,883	**91,883**
Additions in year	972	**972**
At the end of the year	92,855	**92,855**
Depreciation		
At the start of the year	74,727	**74,727**
Charge for the year	5,190	**5,190**
At the end of the year	79,917	**79,917**
Net book value at the end of the year	12,939	**12,939**
At the start of the year	17,157	**17,157**

All of the above assets are used for charitable purposes.

13. Debtors

	2023	2022
	£	£
Trade debtors	**41,768**	15,459
Other debtors	**22,464**	12,427
Prepayments	**14,714**	9,744
	78,946	37,630

14. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	**18,700**	98,489
Taxation and social security	**42,237**	42,156
Other creditors	**32,060**	(24,913)
Accruals	**42,032**	43,016
Deferred income	**20,240**	20,000
	155,269	178,748

15. Deferred income

Deferred income comprises membership and grant income received during the year for use in 2023/2024.

	2023	2022
	£	£
Balance at the beginning of the year	**20,000**	147,000
Amount released to income in the year	**(20,000)**	(147,000)
Amount deferred in the year	**20,240**	20,000
Balance at the end of the year	**20,240**	20,000

17a. Analysis of net assets between funds (current year)

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	17,157	-	**17,157**
Net current assets	311,323	15,290	**326,613**
Net assets at the end of the year	328,480	15,290	**343,770**

17b. Analysis of net assets between funds (prior year)

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	17,157	-	**17,157**
Net current assets	426,265	18,588	**444,853**
Net assets at the end of the year	443,422	18,588	**462,010**

18a. Movements in funds (current year)

	at 1 April 2022	Income & gains	Expenditure & losses	Transfers	at 31 March 2023
	£	£	£	£	£
Restricted funds:					
Arts Alliance	12,570	120,552	(117,832)	-	**15,290**
Lloyds Bank Foundation for England & Wales	2,611	97,255	(99,865)	-	
Criminal Justice Board for Wales	-	5,000	(5,000)	-	**-**
Plymouth City Council	-	41,632	(41,632)	-	**-**
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	70,776	(70,776)	-	**-**
Making Every Adult Matter – Policy	-	-	-	-	**-**
City Bridge Trust		54,350	(54,350)	-	
Ministry of Justice – Infrastructure	-	550,000	(550,000)	-	**-**
Greater London Authority – Grassroots Society	3,408	-	(3,408)	-	**()**
Barrow Cadbury Trust – Policy Enagagement	-	50,000	(50,000)	-	**-**
Total restricted funds	18,588	989,565	(992,863)	-	**15,290**
Unrestricted funds:					
Aurum Trust	-	40,000	(13,334)	-	**26,666**
Esmée Fairbairn Foundation	-	-	-	-	**-**
AB Charitable Trust	-	50,000	(50,000)	-	**-**
Tudor Trust	-	-	-	-	**-**
Garfield Westen	-	75,000	(75,000)	-	**-**
Porticus	-	30,000	(30,000)	-	**-**
J Leon	-	10,000	(10,000)		**-**
Woodbeding (Monument Trust)	-	-	-	-	**-**
Bromley Trust	-	20,000	(20,000)		**-**
General funds	443,422	88,702	(243,360)	-	**288,765**
Total unrestricted funds	443,422	313,702	(441,694)	-	**315,431**
Designated funds	-	-	-	-	**-**
Total unrestricted funds	443,422	313,702	(441,694)	-	**315,431**
Total funds	462,010	1,303,267	(1,434,557)	-	**330,721**

18b. Movements in funds (prior year)

	at 1 April 2021	Income & gains	Expenditure & losses	Transfers	at 31 March 2022
	£	£	£	£	£
Restricted funds:					
Arts Alliance	-	237,236	(224,666)	-	**12,570**
Lloyds Bank Foundation for England & Wales	4,040	95,355	(96,784)	-	**2,611**
Criminal Justice Board for Wales	-	55,000	(55,000)	-	**-**
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	93,500	(93,500)	-	**-**
Making Every Adult Matter – Policy	-	11,850	(11,850)	-	**-**
City Bridge Trust	9,127	54,100	(63,227)	-	
Her Majesty's Prison and Probation Service	-	550,000	(550,000)	-	**-**
Greater London Authority	8,239	25,000	(29,831)	-	**3,408**
Barrow Cadbury Trust – Policy Engagement	-	50,000	(50,000)	-	**-**
Total restricted funds	21,406	1,172,041	(1,174,859)	-	**18,588**
Unrestricted funds:					
Paul Hamlyn Foundation	-	50,000	(50,000)	-	**-**
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	**-**
AB Charitable Trust	-	50,000	(50,000)	-	**-**
Tudor Trust	-	2,000	(2,000)	-	**-**
Garfield Weston Foundation	-	75,000	(75,000)	-	**-**
Porticus		45,458	(45,458)	-	**-**
J Leon		10,000	(10,000)		**-**
Woodbeding (Monument Trust)	-	50,000	(50,000)	-	**-**
Bromley Trust		10,000	(10,000)		**-**
General funds	424,700	99,753	(110,144)	29,113	**443,422**
Total unrestricted funds	424,700	457,211	(467,602)	29,113	**443,422**
Designated Funds:					
Website, office move	29,113	-	-	(29,113)	**-**
Total unrestricted funds	453,813	457,211	(467,602)	-	**443,422**
Total funds	475,219	1,629,252	(1,642,461)	-	**462,010**

Purposes of restricted funds

Arts Alliance
Clinks is working with a range of different organisations to improve policies and practice in relation to arts-based work with people with a lived experience of the criminal justice system and their families. This includes developing the Arts Alliance as the main national network for arts organisations that work in the criminal justice system.

Lloyds Bank Foundation for England & Wales
Develops an influential sector voice and, leadership with vision for the voluntary sector working in criminal justice, in particular small and specialist organisations by build on our existing strong relationships with key stakeholders, at both national and regional level, in order to increase engagement and influence.

City Bridge Trust and Civil Society Roots Fund
Funding for London Development Officer to develop expertise on the voluntary sector working in criminal justice in London, its strengths and weaknesses and its challenges and opportunities: provide a range of support to the sector, including a comprehensive programme of information; ensure the London sector's voice is heard and its important work is recognised, at both regional and national level; support partnerships within and between sectors.

Women's Capacity Building
Funded by the MoJ, Clinks will deliver a programme of training and support to voluntary organisations that offer specialist services to vulnerable women. The programme will focus on capacity building and sustainable development, providing a range of interventions alongside a legacy of resources and toolkits that can be used to support continued development

Women's Network
On the dissolution of Women's Breakout, the balance of assets was transferred to Clinks. Clinks has committed to continue its work on women in the criminal justice system committing £100,000 (2 x £50,000 over the 2019/20 and 2020/21 years respectively) to grow support for the women's sector.

Department for Health and Social Care – VCSE Health and Wellbeing Alliance
Clinks with other strategic partners assemble as the Health & Wellbeing Alliance, Clinks, along with NACRO, Birth Companions and Recoup are seeking to address Health issues such as substance misuse or mental health problems which can lead to contact with the Criminal Justice System. Addressing the health needs of this group can reduce re-offending, and have a positive impact on the health of their communities.

Making Every Adult Matter – Local Development and Making Every Adult Matter – Policy
Local Development – The MEAM approach was developed to provide a non-prescriptive framework for areas to develop a coordinated and flexible approach to supporting adults with multiple and complex needs. At present there are 11 areas across the country developing the MEAM approach and Clinks provides local development support to two of these. The MEAM Coalition also provides support to the 12 Big Lottery Fulfilling Lives areas.

Policy – Clinks deliver the Voices from the Frontline project, as part of an embedded policy team across the MEAM coalition partners. The project aims to raise the voice of people experiencing multiple needs to government, as well as highlighting the impact of policies on this group.

Barrow Cadbury Trust – Policy Engagement
To support Clinks' senior level policy and political engagement work.

Ministry of Justice – Infrastructure Fund
A strategic grant from the Criminal Justice Group to deliver outcomes in relation to representation and voice, communication and partnership working.

19. Analysis of cash and cash equivalents

	at 1 April 2022	Cash flows	at 31 March 2023
	£	£	£
Cash at bank and in hand	286,970	(180,359)	**106,611**
Notice deposits (less than three months)	297,903	150	**298,053**
Total cash and cash equivalents	584,873	(180,209)	**404,664**

22. 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.

Reference and administrative information

Company number	3562176
Charity number	1074546
Registered office and operational address	82A James Carter Road, Mildenhall, Suffolk IP28 7DE
Country of registration	England and Wales
Country of incorporation	United Kingdom
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: • Roma Hooper OBE – Chair • Simon Alsop – Treasurer • Salim Baba • Richard Booty (resigned February 2023) • Rachael Byrne (retired November 2022) • Amina Ditta • Donna Everett • Maisie Hulbert • Kelly Loftus • Simon Ruding • Jessica Southgate
Key management personnel	Anne Fox – Chief Executive Officer
Bankers	CAF Bank Limited, 25 Kingshill Avenue, West Malling, Kent ME19 4JQ
Auditor	Sayer Vincent LLP, Chartered Accountants and Statutory Auditor Invicta House, 108-114 Golden Lane, London EC1Y 0TL

Funder summary

We continued to evolve our approach to income generation, focusing our resources on a select number of trusts and foundations in addition to increasing our efforts to self-generate income.

We are continuing to look at how we can diversify our income streams to ensure the stability of Clinks in a challenging fundraising landscape. During this period, we were grateful to receive a new three-year grant from Arts Council England, securing the future of the National Criminal Justice Arts Alliance, in addition to a new two-year grant from the Barrow Cadbury Trust which will enable us to continue to amplify the voice of the sector from May 2023.

Thank you to our funders

We would like to take this opportunity to thank all of those who have donated to our work and supported us during what has been a challenging year for both Clinks and the voluntary sector working in the criminal justice system. The flexibility, understanding and support from our funders and partners has ensured we have continued to provide vital support to the sector over the year. Our funders were:

AB Charitable Trust; Arts Council England; The Aurum Charitable Trust; Barrow Cadbury Trust; Bromley Trust; City Bridge Trust; Criminal Justice in Wales Board; Department of Health and Social Care; His Majesty's Prison and Probation Service; Ministry of Justice; J Leon Group; Lloyds Bank Foundation England and Wales; Paul Hamlyn Foundation; Plymouth City Council; Porticus UK.

We'd also like to thank our partners this year, University of Cambridge and Make Every Adult Matter Coalition.

Supporting the voluntary sector working in the criminal justice system

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@Clinks_Tweets

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Our vision

Our vision is of a vibrant, independent and resilient voluntary sector that enables people to transform their lives.

Our mission

To support, represent and advocate for the voluntary sector in criminal justice, enabling it to provide the best possible opportunities for individuals and their families.

Join Clinks: be heard, informed, and supported

Are you a voluntary organisation supporting people in the criminal justice system?

Join our network of over 600 members. Clinks membership offers you:

- A voice to influence change
- Practical assistance to be effective and resilient
- Support from a community of like-minded professionals.

Membership starts at just £80 per year and is free for small and specialist organisations.

www.clinks.org/membership

Clinks Financial review 2022-23_Final for signing

Final Audit Report 2023-10-24

Created:	2023-10-24
By:	Victoria Sadler (info@clinks.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAGc8x7FgqDbtSFfPjOTt_dgFFSYdfpWXZ

"Clinks Financial review 2022-23_Final for signing" History

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2023-10-24 - 3:57:03 PM GMT

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CLINKS

England & Wales - Charity number 1074546

Accounts

CLiNKS

Supporting the voluntary sector working in the criminal justice system

Annual report & financial statements

for the year ended 31 March 2022

BEST VIEWED FULL SCREEN

Ctrl+L Cmd+L

ADOBE READER OR ACROBAT

Clinks' trustees present their report and the audited financial statements for the year ended 31 March 2022.

The past year has been characterised by major reform programmes across two core pillars of our criminal justice system (CJS): prisons and probation. The system has continued to be impacted by COVID-19 and was slower to relax restrictions than other parts of society. This had significant impact on people in prison and under probation supervision and presented further challenges to organisations who support people through their contact with the system and to transform their lives beyond it.

These challenges have also presented opportunities. Probation reform has acknowledged the key role the voluntary sector plays alongside statutory services and the impact of COVID-19 and the recovery from it across the CJS has led to reform programmes which are overdue and welcome. But these changes still create pressure on a voluntary sector which has reduced financial and human capacity and faces digital and access challenges that are more marked than typical voluntary organisations of comparable size and scale.

At Clinks, our approach in this year of change and challenge was to support, inform and advocate in as flexible and timely a manner to best meet the rapidly evolving needs of voluntary organisations, especially those smaller and more specialist ones.

At the end of this year, we reflect on the value of having such a committed team of staff and trustees. Despite challenges in their personal lives, shaped by the pandemic and other issues, they have continued to give their all and find new ways of ensuring that the criminal justice voluntary sector is valued and included.

We are grateful to all who have helped us achieve the things we set out in this report – our funders, partners and supporters, and the organisations who trust us to provide them with support and to advocate for the changes they need to, in turn, help people change their futures.

Cover: Clinks member women@thewell / Above: Clinks all staff meeting, 2022

Clinks member Only Connect

Introduction

In 2019 we introduced an ambitious strategy which set out our ways of working, and five goals to be achieved within three years.

We could not have anticipated at the start of that period what lay ahead of us. In this annual report for the third and final year of the strategy, we hope you will see our pragmatism and commitment to the role and value of the criminal justice voluntary sector shine through the challenges we faced.

During the year we developed a further two-year delivery plan, for 2022-2024. This will enable us to continue to flex to meet the emerging and evolving needs of the criminal justice voluntary sector as it adapts to and experiences the world around it, following the pandemic and during major programmes of policy and commissioning reform. We remain committed to ensuring that the criminal justice voluntary sector can meet the needs of people in the system and is involved in shaping policy and service responses to those needs.

This report details our achievements and progress towards our goals in this third year of our three-year strategy, plus our plans for the future, set out across our five strategic objectives and goals, followed by a financial review.

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Thank you to our funders

Annual report

Clinks member Only Connect

Our charity

Our vision

A vibrant, independent and resilient voluntary sector that enables people to transform their lives.

Our mission

To support, represent and advocate for the voluntary sector in criminal justice, enabling it to provide the best possible opportunities for individuals and their families.

Our values

Our members

Voluntary organisations play an essential role at the heart of our criminal justice system.

Using evidence

In order to improve the system we must amplify the voices of voluntary organisations working in criminal justice.

Involving service users

We are committed to supporting the effective involvement of people with lived experience of the criminal justice system to inform policy and practice.

People's capacity to change

We believe that every individual should have the right support so they can transform their lives.

Equality

We proactively identify and tackle disadvantage, discrimination and inequality in our criminal justice system.

Inclusivity

We strive to be approachable, accessible, inclusive and collaborative.

Our strategic objectives

1. Promote the work and value of the voluntary sector in the criminal justice system, with a particular focus on smaller specialist organisations
2. Support voluntary organisations working in the criminal justice system with individuals and their families
3. Represent and advocate for the voluntary sector and its service users
4. Identify challenges and opportunities facing the voluntary sector and its service users, and work together to find and implement solutions
5. Clinks being effective, efficient and professional in its work and operations. Ensuring we have the systems, resources and processes to achieve maximum impact.

Our strategic goals 2019-2022

1 We will increase and improve the knowledge and understanding of the role and value of voluntary organisations, especially small and specialist ones, among criminal justice system practitioners.

2 We will have established thematic and location-based networks for voluntary organisations and practitioners supporting people in England and Wales with specific needs or protected characteristics. Organisations across the country working in a range of ways will have improved access to Clinks' offer.

3 We will build on our established reputation as a trusted advocate and work with a range of UK and Welsh government departments, national and local agencies. We will be widely known for our ability to connect people with practical expertise, in an impactful way, with those developing policy and services.

4 We will have worked with the sector to identify emerging issues and provide effective responses. We will champion coproduction, women-specific support, effective solutions to multiple and complex needs, and reducing the health inequalities of people in the criminal justice system. We will advocate for the value and the specific needs of organisations working in prisons, and for small and specialist organisations to be funded to do the work best suited to their skills and ways of working.

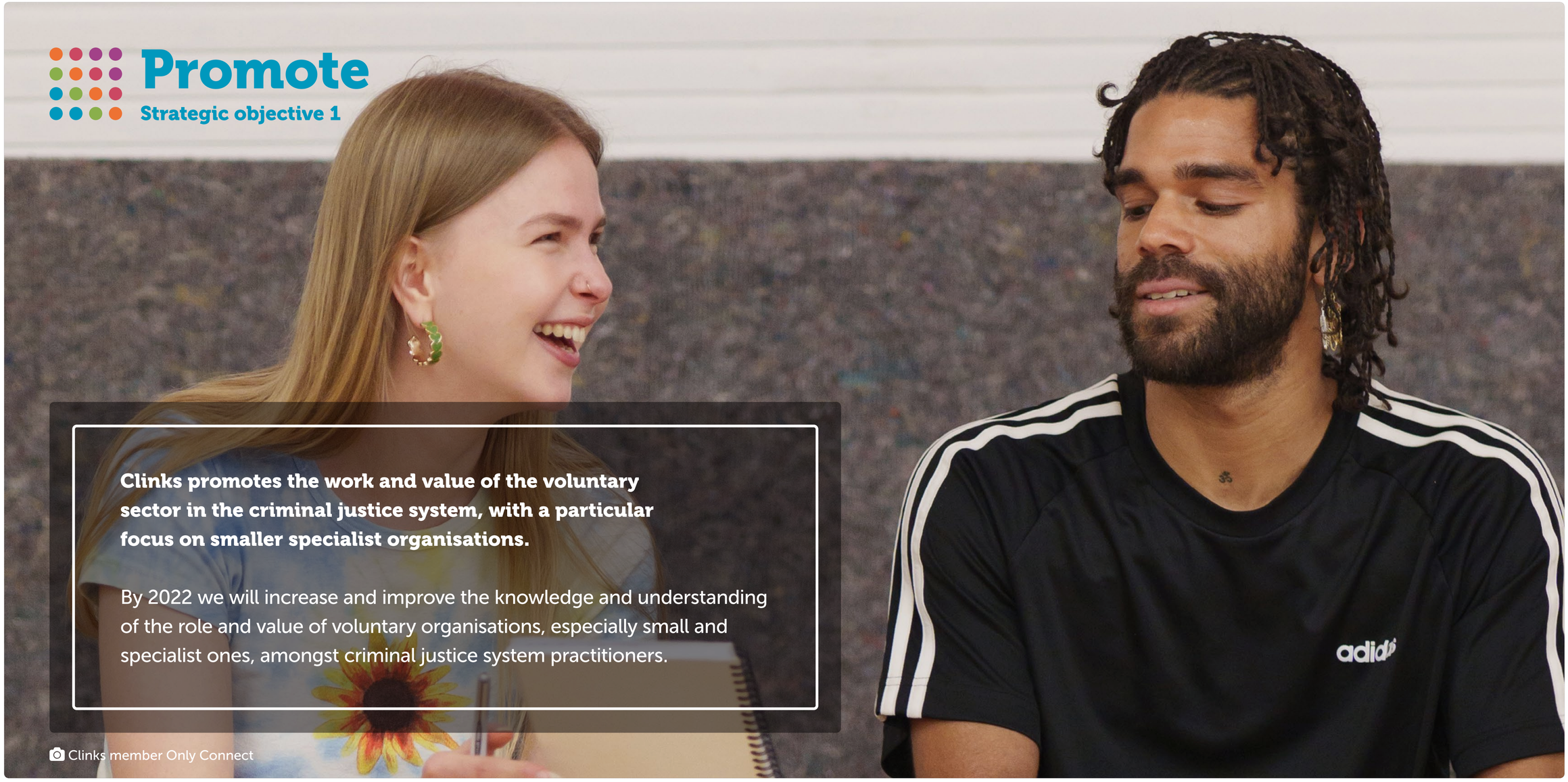
5 We will grow our membership and the number of paid and voluntary practitioners we have regular contact with. We will be effective users of digital technology to reach and support small and specialist organisations with limited resources. We will retain a valued core staff team with the skills and expertise to meet the needs of our sector. We will continue to generate income in a way that supports our core functions without compromise.

Clinks all staff meeting, 2022

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Promote

Strategic objective 1



Clinks promotes the work and value of the voluntary sector in the criminal justice system, with a particular focus on smaller specialist organisations.

By 2022 we will increase and improve the knowledge and understanding of the role and value of voluntary organisations, especially small and specialist ones, amongst criminal justice system practitioners.

Clinks member Only Connect

Our achievements

Informing the sector, influencing the system

During the 2021-22 financial year there were several major developments in the criminal justice policy and operating environment: the probation service was reunified and the commissioning of initial services to work alongside it completed; the Police, Crime, Sentencing and Courts Bill passed through parliament; the Prisons Strategy White paper was published. Throughout this time, while the world began to look to recovery from the pandemic, the CJS continued to be acutely affected.

Throughout these changes we kept the sector informed and promoted its knowledge and expertise as a part of the solution to challenges:

- We published our report on the sector's experience of probation reform and a final paper from the Reducing Reoffending Third Sector Advisory Board's Special Interest Group on Probation highlighting key concerns and recommendations. We also published blogs on Regional Reducing Reoffending Plans, pre-sentence reports and Richard Oldfield's independent review of the commissioning of day one probation services. In response to the announcement of successful bidders to deliver initial services from day one of probation unification we published a blog and social media content providing analysis of how the voluntary sector had faired in the commissioning process and made the recommendation that grant funding was needed to ensure that probation could draw on the breadth and diversity of expertise in the sector.
- During the year we acted as a conduit for key information between Her Majesty's Prison and Probation Service (HMPPS) and voluntary sector organisations. We regularly shared the latest status of adult prisons in relation to the national framework for COVID-19 recovery so that organisations had the up-to-date information they needed to work alongside the prison system.
- We published blogs providing analysis of proposals in the Prisons Strategy White Paper and our response to the consultation that accompanied the white paper, which was informed by over 100 voluntary organisations.

Website

We maintained and regularly updated 'live' webpages on both probation and COVID-19 to ensure that organisations were able to keep abreast of fast paced changes in the operating environment and were aware of and able to engage with probation commissioning opportunities. This included posting video 'walk throughs' of new systems and of events that provided key information in order to reach as wide an audience as possible.

206,504

website users across the Clinks and NCJAA websites

+16% (2020-2021: 178,598)

49
editions of ***Light Lunch,*** our weekly ebulletin, to **13,595 subscribers**

41
newsflashes to **13,595 subscribers**

12
editions of the ***Health and Justice bulletin*** to **972 subscribers**

4
editions of quarterly ***Women's criminal justice bulletin*** and **3 newsflashes** with information specific to women in the CJS to **85 subscribers**

12
editions of our ***Policy bulletin*** to **211 subscribers**

11
editions of the ***National Criminal Justice Arts Alliance newsletter*** and **14 newsflashes** with information specific to arts organisations and practitioners in the CJS to **6,738 subscribers**

Ebulletins

Our regular ebulletins continued to ensure that we delivered vital information to the sector and promoted its work to a wide range of criminal justice stakeholders.

We delivered 146 ebulletins and newsflashes over the year to 21,601 subscribers. Thematic ebulletins were delivered based on areas of work including policy, health and justice, arts, and women.

Newsflashes highlighting key and time sensitive information regarding COVID-19, funding opportunities and events were also sent.

27,255
total followers across all Clinks and NCJAA accounts
(2020-2021: 25,283)

17,724
@clinks_tweets
followers

2,253
Clinks LinkedIn
followers

6,106
@ArtsCJS
followers

782
NCJAA Facebook
followers

390
NCJAA LinkedIn
followers

Our most popular tweets throughout the year included...

Social media

Our social media following grew further in this year by 1,672 followers to a total of 27,255 followers across the Clinks and National Criminal Justice Arts Alliance (NCJAA) Twitter, LinkedIn and Facebook accounts.

These platforms were used throughout the year to deliver breaking sector-specific news and to promote our members' and the wider sector's work and amplify its voice. Followers also interacted with us using this platform, creating a space for discussion and debate.

In partnership with EQUAL, the Criminal Justice Alliance, the Prison Reform Trust, the Alliance for Youth Justice, Agenda – the alliance for women and girls at risk, the Zahid Mubarek Trust, the Barrow Cadbury Trust, the Transition to Adulthood Alliance and other organisations, we highlighted that the Police, Courts, Sentencing and Crime Bill would increase race inequality in the CJS through a social media campaign and online petition calling on the government to remove certain clauses from the Bill.

We highlighted members events and campaigns and tweeted key messages from our events to increase their reach, including the launch of our research into the impact of the probation reforms on voluntary organisations and the arts in a CJS network meeting on access to prisons.

We used videos and graphics to distil and share accessible key messages from our policy responses and reports and reach more people.

Blogs and publications

Clinks staff wrote and disseminated 34 publications during the 2021-22 financial year, including major reports and guides for the sector, briefings, consultation responses and meeting notes.

34 **publications** written and disseminated

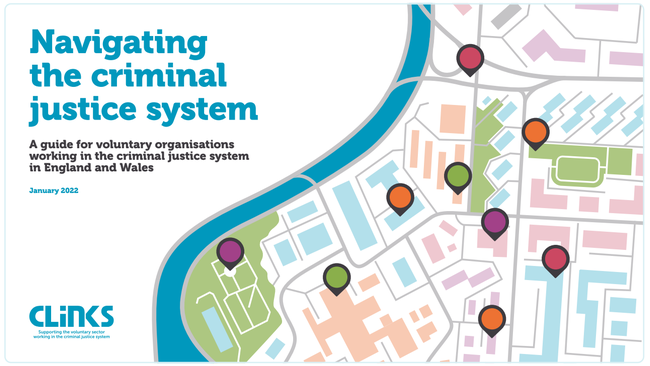
3,200 **visits per month** to our blog pages

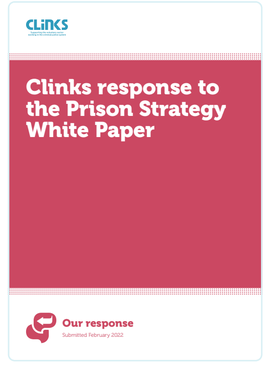
Through our blogs we provided accessible and timely information to organisations on policy developments and a platform on which to share Clinks' and the sector's views about these. We also published guest blogs to support our members' voices to be heard and enable the sector to hear directly from the MoJ.

Our blog posts were some of the most visited pages on our website throughout the year with an average of 3,200 views each month. They included:

What part will voluntary organisations play on the first day of the new probation service?

This blog provided analysis of which organisations were successful in bidding for contracts to provide resettlement and rehabilitation services





to support people under the new probation model and argued the challenges in the commissioning process had prevented probation form drawing up the breadth and diversity of expertise within the sector.

30 years of listening to people in prison
Marking the 30th Anniversary of the Samaritans' first prison Listener scheme in HMP Swansea and explaining why the scheme continues to be as vital as it has ever been.

The value of lived experience and diversity in our trustee board
Outlining Clinks' process of recruiting new trustees to our board, and our work to ensure that racially minoritised people, people with lived experience of the CJS and people under 30 were represented.

Racism exists in the CJS: why the Sewell report falls short
This blog focussed on the Sewell report's findings on criminal justice, and why they do a disservice to the lived experience of racially minoritised people in the CJS.

Decoding the government's funding for substance misuse
Breaking down what the £148 million of new investment into funding substance misuse services and reducing reoffending is going towards specifically, relating to the voluntary sector working in the CJS.

Developing our strategic communications

As the country emerged from the COVID-19 pandemic and we adapted our communications to meet the needs of the sector during that time, we began work to develop a new communications strategy. In this year we have completed work to define the purpose of our communications, considering how our external engagement contributes to our strategic objectives and values and define our audience, considering who we need to engage to achieve our goals and what will get them interested. We also began work, through our sector support survey, to explore the needs that we fulfil for our audiences and the goals and values we share with our audiences.

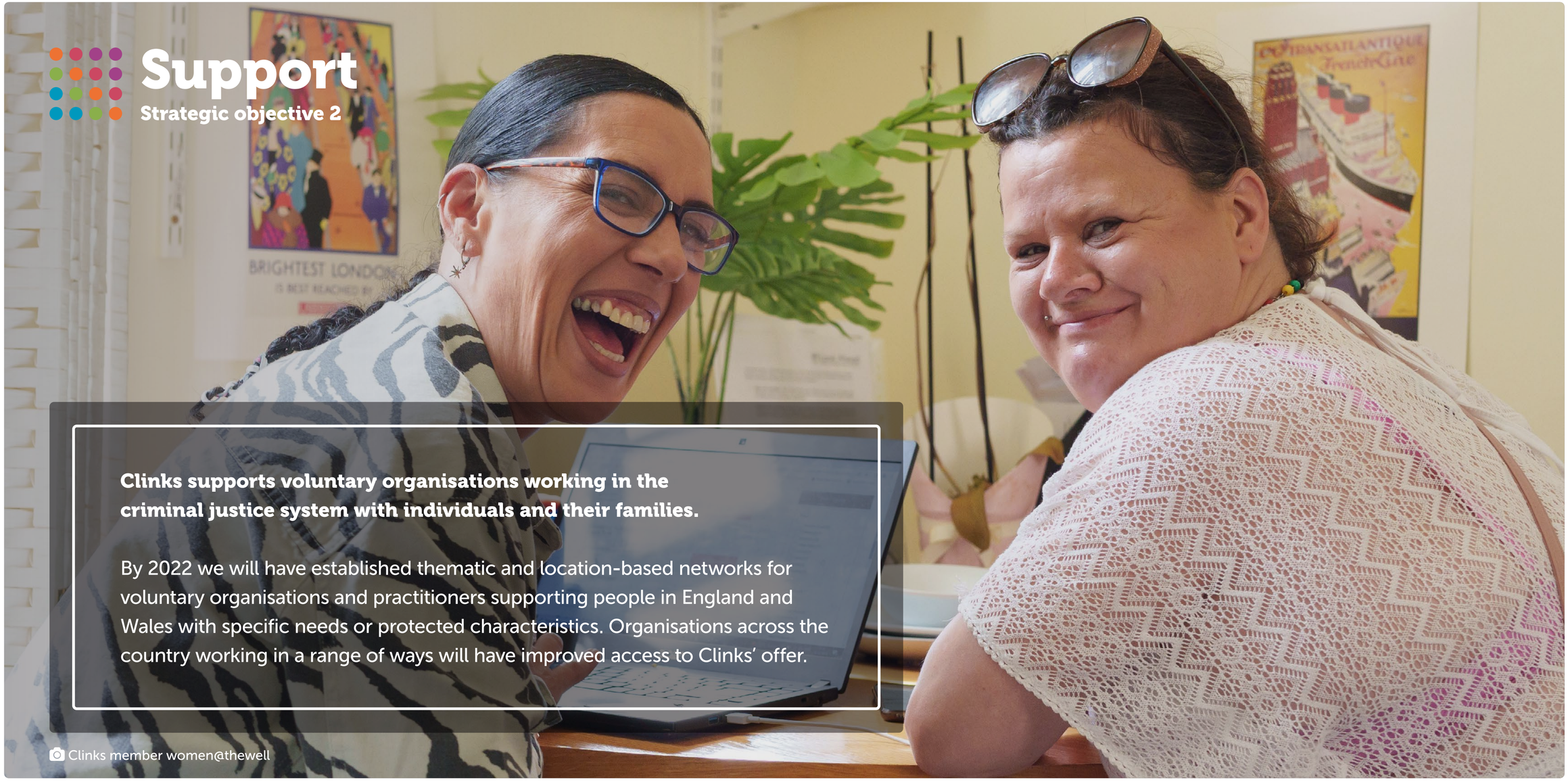
Next year we will...

By 2024 we will increase and improve the knowledge and understanding of the role and value of voluntary organisations, especially small and specialist ones, among criminal justice system stakeholders.

- Ensure we are championing and promoting the sector as well as providing information to it by promoting the sector and its work to commissioners, practitioners, and decision makers through a range of content including social media, case studies/blogs/audio and video content, and in the criminal justice and voluntary sector press
- Provide opportunities for the sector to use our platforms to promote their voices
- Understand the sector's funding position in the context of COVID-19 recovery and use this to influence funders and commissioners and to connect the sector to resource
- Further develop and deliver a communications strategy to ensure that our communications resources and activities are focused on assisting us achieve our organisation's goals as set out in our 2022-24 delivery plan.

Support

Strategic objective 2



Clinks supports voluntary organisations working in the criminal justice system with individuals and their families.

By 2022 we will have established thematic and location-based networks for voluntary organisations and practitioners supporting people in England and Wales with specific needs or protected characteristics. Organisations across the country working in a range of ways will have improved access to Clinks' offer.

Clinks member women@thewell

Our achievements

A focus on support through COVID-19 recovery, probation reform and commissioning

We have continued to engage with and support voluntary organisations to identify and understand their needs and the ongoing challenges they face, particularly within the COVID-19 recovery landscape, the probation reform agenda and emerging commissioning structures.

Probation commissioning and contract mobilisation continued to be a significant challenge for the sector during the year. There was also concern amongst organisations about future funding and service provision due to the uncertainty created by COVID-19, not being able to deliver services as intended and future changes to the prison regime in particular.

We have been active in attending market engagement events, gathering and disseminating information regarding several commissioning opportunities, both nationally through the probation Dynamic Framework and additional routes including accommodation and family services.

In partnership with the MoJ commercial team, we established a quarterly engagement forum to provide regular and ongoing engagement on commissioning, looking at the pipeline of commissioning and procurement, a review of recent commissioning, and feedback from the voluntary sector on what seems to be working well and what could be improved.

19

forums held covering England, Wales, London and the North East, with a total of **442 attendees**

Strengthened our area-based support

Our area development team continued to utilise digital technology to provide support and opportunities for voluntary organisations to come together regularly through region-specific criminal justice forums in the North East, Wales and London as well as informal networking hours in the North East, South West and London.

Delivering support in this way has meant we have continued to see good engagement from organisations that find these forums an effective way of engaging with Clinks and networking with other organisations in their area.

These events provided opportunities for information sharing, discussion and feedback, focussing in particular on the challenges that the voluntary sector has faced in recovering from the COVID-19 pandemic in operating and delivering services, particularly in prison, as well as adapting to the changes following the reunification of the probation service.

We provided one-to-one support and information to over 250 voluntary sector organisations through online meetings, email and phone conversations around a range of subjects and issues, including funding challenges, partnership working and, in particular, the complexities faced by the sector working in the CJS during COVID-19 and the probation reform and commissioning process.

250+

voluntary sector organisations provided with support and information via online meetings, email and phone

We provided representation at regional and sub-regional strategic boards and meetings in the North East, North West, London and Wales. These included reducing reoffending boards, local criminal justice boards and cross-sector thematic groups to influence and ensure sector involvement and engagement in regional policy and strategy development. We have worked with senior stakeholders from national government in Wales, local and devolved authorities, police and crime commissioners and prisons, and have further developed relationships with regional probation directors. These will continue to be key relationships so that we can ensure that organisations are engaged in future probation commissioning.

Clinks member Only Connect

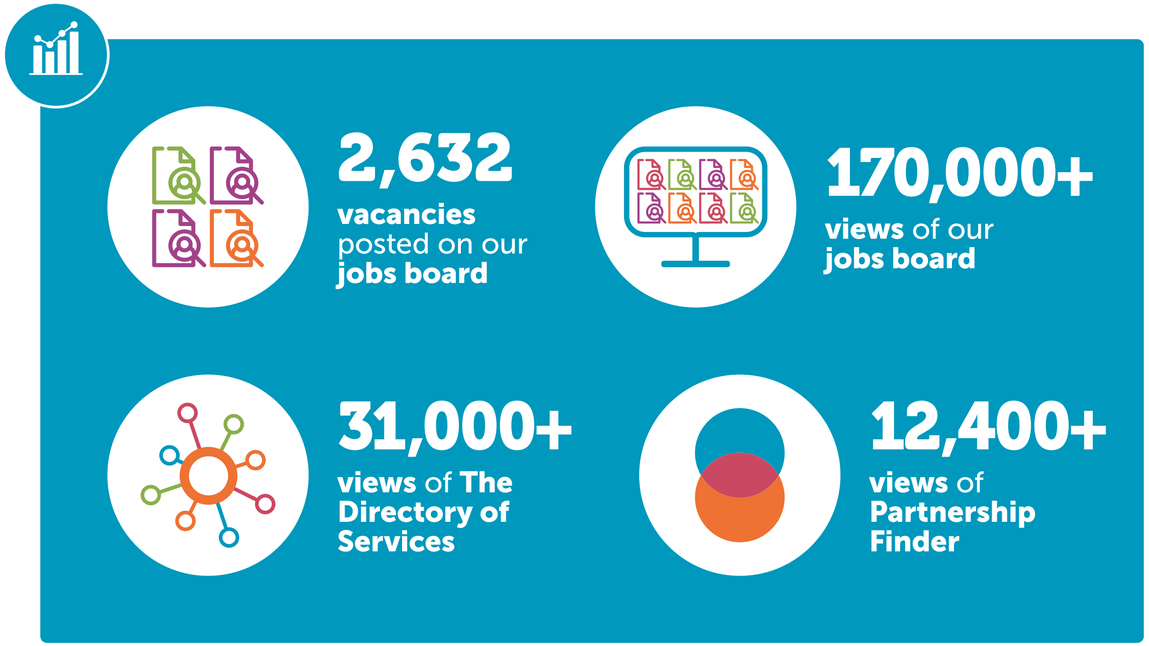
Developed and increased the reach of our support across England and Wales

We have had a particular focus on developing our ways of working to facilitate the provision of consistent support across England and Wales, including in areas without a dedicated Clinks' area development officer.

We established and maintained dedicated contact channels – including a new support@clinks.org mailbox and an updated telephone system – to enable us to better receive and respond to enquiries from voluntary organisations.

We continued to deliver 'England-wide' criminal justice forums and we ensured that the voluntary sector was represented and heard at a national strategic level in Wales through the Criminal Justice Board for Wales and at a regional and local strategic level in several regions in England. We have also provided representation at regional thematic boards including the Wales Race Equality Delivery and Women's Blueprint Design workstreams, Homelessness Prevention Meetings and Learning and Employability groups in Wales and London, and probation focused commissioning and strategy development meetings in Wales, Greater Manchester and the South West. We recognise the importance of this engagement, particularly in the developing roles of regional probation directors.

The CJS in England and Wales can be daunting to understand because of both its size and complexity. In recognition of this, and of the number of new staff and volunteers in the voluntary sector, we developed a new guide, *Navigating the Criminal Justice System*, to help practitioners understand how the CJS is organised and how it works. This was a very popular resource, with almost 600 downloads in the first two months after publication.



Our jobs board remains a popular place for organisations to promote their vacancies, and for people looking to work in the sector to look for opportunities. There were 2,632 vacancies posted during the 2021-22 financial year, and that section of the website had over 170,000 views across the year. The Directory of Services had over 31,000 views and the Partnership Finder had over 12,400 views.

Following the COVID-19 small grants programme we managed last year, we completed a report of the winter grants programme that had a focus on specialist organisations, and we carried out a full internal evaluation to help inform our approach in the future.

Focused on our members' needs

We had a particular focus during the year on how we support our members and voluntary organisations. In December, we recruited 13 voluntary sector representatives to establish the Clinks member advisory forum, and we see this becoming an important way in which Clinks members have a voice in our operations and development.

The forum had its first two meetings and has already contributed to developing Clinks' communications strategy, and there are plans to involve the group in other areas of Clinks work as well as respond to the issues that the members raise.

Towards the end of the year, we began our work on developing a sector support and membership strategy. The first phase of this was to carry out our largest ever survey of practitioners working in the voluntary sector, with over 400 responses. We will use the findings from this survey to help inform how we further improve support to meet the needs of our members and the wider voluntary sector.

Developed our events and training

We continued to run all our events online to ensure that we could confidently plan our events programme during what was a turbulent period because of continuing uncertainty from the pandemic. This has helped us to continue to plan and deliver an ambitious programme of events and see higher than ever numbers of attendees.

Online events have helped us to broaden our reach to organisations and practitioners that may not have previously been able to take part due to travel times and costs, and our online offer is in response to this need, although we are looking forward to reintroducing in-person events and training next year where it makes sense to do so.

We delivered a varied programme of events, and the number and variety of attendees show that participation and engagement remain high. We held regular events and networking meetings for organisations based across England and Wales as well as around specific themes.

Clinks AGM, 2019

That was so inspiring, insightful and incredibly useful – thank you! From a delegate who attended an event focussing on the benefit of service user involvement in strategic leadership and senior management."

Thanks so much, once again I have got a list of actions, information to share. These forums are really useful! From a delegate who attended a Wales criminal justice forum event."

Really informative, great summary of key take away points from the report, opportunity to ask questions and some great practical advice about what we can take away and implement. From a delegate who attended an evidence Library event on working with people convicted of sexual offences."

Highlights from our events and training programme

2,891
attendees across
63 events

Annual conference

with keynote speech from HMPPS Director of Reducing Reoffending in HMPPS and workshops and panel discussions involving ten member organisations.

289
people attended over three days

Stronger Voice training programme

events and training to support the sector to amplify its voice.

142
people attended

Navigating the criminal justice system workshop

aimed at, practitioners new to working or volunteering in the criminal justice voluntary sector.

103
people attended over two sessions

Anne Peaker lecture

the National Criminal Justice Arts Alliance Anne Peaker lecture, *The power of words*.

108
people attended

What the evidence tells us events

with academics who have written pieces for our evidence library

135
people attended across three events

Next year we will...

By 2024 we will have improved our members' sense of connectedness to us and their ability to get the information, advice and resources they need. Organisations will have access to support they find useful in a range of areas across England and Wales as well as related to the specific challenges and needs of supporting women, racially minoritised people, families of people in the CJS and working through the arts.

- Develop a sector support and membership strategy and action plan
- Begin to develop a national support hub, providing information, guidance and resources
- Review and grow our events and training programme to support the sector
- Maintain a regional presence where possible and grow our area development focus
- Provide broader support to the voluntary sector across the north of England
- Review and continue to develop our specialist support networks for organisations that provide specific support or work to meet the needs of particular groups of people.

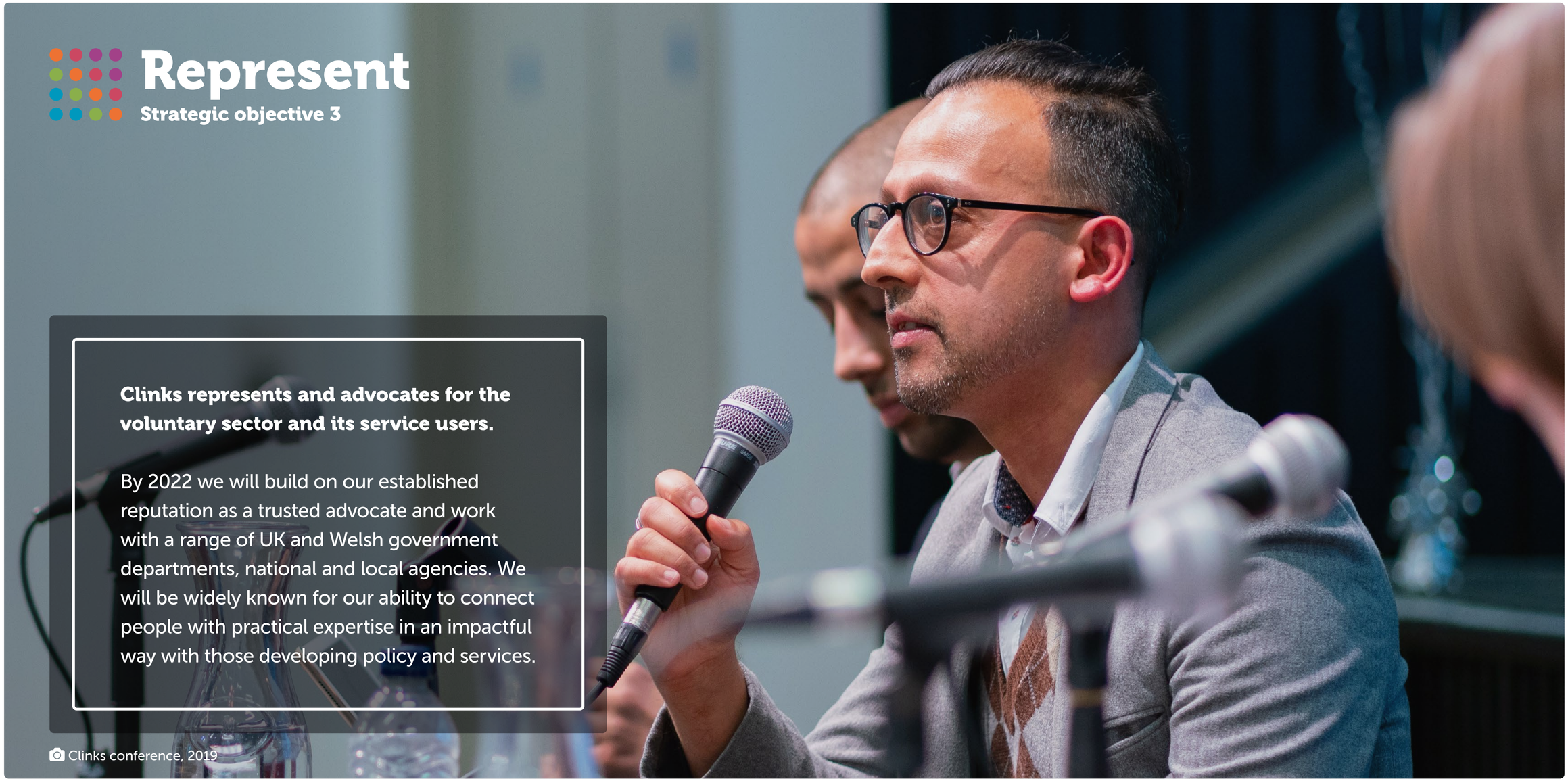
Clinks conference, 2019

Represent

Strategic objective 3

Clinks represents and advocates for the voluntary sector and its service users.

By 2022 we will build on our established reputation as a trusted advocate and work with a range of UK and Welsh government departments, national and local agencies. We will be widely known for our ability to connect people with practical expertise in an impactful way with those developing policy and services.



Clinks conference, 2019

Our achievements

The 2021/22 year began with a new Minister for prisons and probation, Alex Chalk MP replacing Lucy Frazer MP. Then in September there was a further cabinet reshuffle and Victoria Atkins MP replaced Alex Chalk as minister with responsibility for prisons and Kit Malthouse MP became the minister responsible for probation in a joint role with the Home Office. A Comprehensive Spending Review also took place. We worked to respond to these changes, building relationships with new ministers, and continued to focus our influencing work on probation reform, the commissioning of services, COVID-19 response and recovery, prison reform, and improving outcomes for women and racially minoritised people in the CJS.

Successfully influenced HMPPS to grant fund the voluntary sector

We researched and published findings on the impact of probation unification on the voluntary sector with a particular focus on organisations' experience of the commissioning of initial services delivered from 1 June alongside the unified probation service.

As part of this we fed our knowledge and intelligence into the findings of Richard Oldfield's review of the commissioning process commissioned by the then Prisons and Probation Minister Lucy Frazer MP. We highlighted that while the voluntary sector had won the majority of these contracts, small, specialist and local organisations were under-represented, meaning that the probation service had missed an opportunity to draw upon the full breadth and vibrancy of the sector. Both our research report and Richard Oldfield's report recommended that HMPPS explore grant funding for voluntary organisations over contracts to address this, and we launched our report with an online event involving senior HMPPS officials and Richard Oldfield, alongside coverage in Probation Quarterly magazine. **Our recommendations were accepted by HMPPS who committed to exploring making grants the presumptive mechanism for funding organisations to work alongside the probation service.**

Advocated for engagement with the sector in developing prison policy and a focus on race equality

In July 2021 the government announced a prison strategy white paper was to be published. We raised concern with the MoJ that there was no plan for a green paper and its accompanying consultation to proceed this, and so this vital policy issue would not be informed by meaningful consultation with the voluntary sector working in criminal justice. Our representations contributed to the inclusion of consultation questions in the published white paper. We then held a series of consultation events with **over 130 organisations** in the sector, to inform our response.

We also supported the two members of the Reducing Reoffending Third Sector Advisory Board who hold the seats for organisations led by and focused on racially minoritised people to write a letter highlighting concern that the white paper contained no strategy to address the overrepresentation of and poorer outcomes experienced by racially minoritised people in prison. This letter was sent to the Secretary of State for Justice and signed by over 50 voluntary organisations.

Supported the sector to develop and strengthen its voice

With funding from the Lloyds Bank Foundation for England and Wales we have supported many voluntary organisations working in the CJS to feel more confident in their ability to speak out on issues that matter to them and their service users.

Our *Finding your voice* training programme targeted voluntary organisations working in the CJS with limited experience of using their voice in policy or campaigns. This benefited 142 attendees from 91 different organisations. 82% reported improved confidence in using their voice to influence change after each event.

We delivered three expert seminars to share and disseminate examples of impactful campaigning and influencing across the wider voluntary sector. Overall, we had 63 attendees across all three events. This included 40 different organisations. Many attendees reported the sessions as 'useful', 'impactful' and 'inspiring'. Attendees were grateful to hear from established organisations and "hear the details of their influencing work and how they got to where they are today."

"Lots of what we learned reaffirmed some natural instincts I had, which affirmed my confidence. At the same time, I learned a lot of new information which helped to build it further."

"Following the session on reframing, I have produced a podcast, something I wouldn't have usually done but in my aim to be part of more meaningful campaigning."

"Just wanted to say a huge thank you to Clinks generally for organising all the comms training sent round in the last light lunch. As a small team with a smaller budget we've signed up for everything we can – grateful for whoever secured that funding and that we can benefit as Clinks members."

Our communications coaching offer for smaller and specialist voluntary organisations working in the CJS began supporting six organisations including two organisations led by and focussed on racially minoritised people and two specialist women's organisations. Four of the six organisations have an annual income of less than £500,000 and no organisation had an income greater than £635,000.

Raised concerns about the decision to build 500 new prison places for women and the lack of progress by MoJ in implementing the Female Offenders Strategy

The announcement made by the then Prisons minister Lucy Fraser MP in January 2021, that 500 new prison places for women would be built, continued to concern the voluntary sector through much of the year and we raised these concerns on behalf of the sector with officials. This led to engagement with organisations regarding the modelling behind the decision and while there is still disagreement between the sector and the MoJ regarding this policy decision a constructive relationship has been rebuilt.

We provided evidence to the National Audit Office and Public Affairs Committee inquiries into the MoJ's progress in implementing the Female Offender Strategy and both inquiries' reports reflected our concerns. In response the MoJ began developing a delivery plan for the implementation of the strategy which, as a member of the newly formed MoJ Women in the CJS expert group, we are feeding into.

Collected robust evidence on the sector

Our surveys on the impact of probation reforms and the state of the sector received the highest number of responses we have ever received, giving us a clear and reliable evidence base from which to influence. We have shared the report with officials in the MoJ and HMPPS as well as charitable funders to ensure that decisions affecting the sector and investment takes full account of this context.

Clinks member Nilaari

Supported engagement structures between government and the sector

Through our role on the HMPPS Third Sector Strategic Partnership Board Clinks supported HMPPS to develop plans for a framework for MoJ and HMPPS engagement with the voluntary sector. This positive development has the potential to provide clear and consistent expectations for engagement between the sector and the department.

The Reducing Reoffending Third Sector Advisory Group continued to meet quarterly including to discuss the impact of probation reform and the Prison Strategy White Paper. The RR3 Special Interest Group on COVID-19 also continued to meet throughout the year to formally channel policy discussions and suggestions into The MoJ and HMPPS.

Clinks continued to represent the sector and raise issues gathered from our sector engagement at the HMPPS COVID-19 Recovery Independent Advisory Forum, HMPPS External Advice and Scrutiny Panel for the scrutiny of the Race Action Programme (RAP), the MoJ Women in the CJS Expert Group and the MoJ Female Offender Minority Ethnic Working Group.

Provided evidence to the government's Comprehensive Spending Review

In September, the Treasury announced a Comprehensive Spending Review. We submitted two representations, one in partnership with families' organisations on the need to invest in family services ahead of the recommissioning of those contracts and the second on the key areas requiring investment to enable the voluntary sector to work alongside the CJS. We were pleased to see the MoJ's settlement from the review which has enabled investment in a number of initiatives that provide potential opportunities for the sector to better support their beneficiaries. Throughout the year we continued to work with MoJ and HMPPS to understand the planned use of this resource better and to feed into and support organisations through the commissioning process for family services.

Next year we will...

By 2024 our respected policy voice will be maintained and our relationships with decision makers grown. We will have amplified the voice of the sector to ensure that its knowledge and expertise are utilised in the development of practice and polic.

- Redevelop through coproduction with the criminal justice voluntary sector our publication Clinks Thinks to inform our policy priorities and to mobilise the sector to engage and contribute to our policy activity
- Deliver the next phase of Lloyds Bank Foundation funded programme of learning to support organisations, to understand the role of influencing in their work and be competent and confident in using their voice
- Ensure that we continue to prioritise those that experience poorer outcomes and experience structural inequality in the CJS in our policy work and act as an ally to, and amplify the voices of, those specialist organisations working with these groups
- Increase our engagement with other departments and with justice structures and arrangements in Wales
- Continue to work with the Third Sector Strategic Board to achieve a more consistent and strategic approach to the voluntary sector across MoJ and HMPPS
- Continue to engage with the sector through policy consultations to coproduce policy responses and ensure they are based on evidence from the sector
- Work internally to improve the connection between our regional thematic networks and our policy work so that intelligence from networks informs policy activity.

Identify solutions

Strategic objective 4

Clinks identifies challenges and opportunities facing the voluntary sector and its service users and works together to find and implement solutions.

By 2022 we will work with the sector to identify emerging issues and provide effective responses. We will champion coproduction, women specific support, effective solutions to multiple and complex needs and reducing the health inequalities of people in the criminal justice system. We will advocate for the value and the specific needs of organisations working in prisons and for small and specialist organisations to be funded to do the work best suited to their skills and ways of working.

Clinks member Only Connect

Our achievements

Further developed a network of organisations working with women

We secured dedicated funding to resource part of the women's network activity this year, enabling us to continue to develop our understanding of, and provide support for, specialist organisations who work with women.

In January we launched a new registration process for the network and by the end of the year we had 163 individual members.

We continued to implement findings from last year's review of the network by encouraging participation for volunteers, practitioners and staff at all levels. Network forums were attended by an average of 45 participants, and we continued to operate a thematic approach to network forums, with opportunities for training and development built in, with presentations from subject matter experts.

With targeted funding from Greater London Authority and the City Bridge Trust, we devised and delivered a programme of peer-led events targeting small, specialist organisations supporting women and people from racially minoritised groups in London. Following our advocacy and support to the women's sector in negotiating the Dynamic Framework and procurement process, we were delighted when the outcome of that process resulted in the majority of commissioned rehabilitative services contracts for services to women being awarded to women's specialist voluntary organisations. Mobilising and delivering these contracts have produced some challenges for the sector and we have met regularly with officials in HMPPS and MoJ to advocate for solutions.

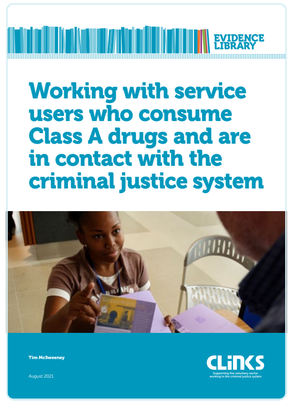
At a local level, we have participated in statutory-led, multi-agency regional strategic forums with the aim of enabling a whole system approach for disadvantaged women. This has resulted in us accessing intelligence and providing advocacy and support that ensures our network members' voices are heard.

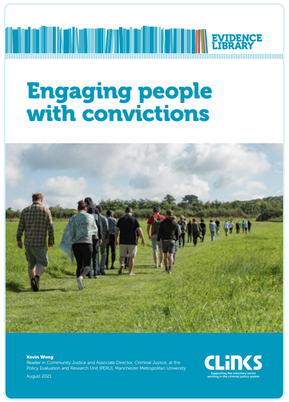
Supported the commissioning of good quality family services

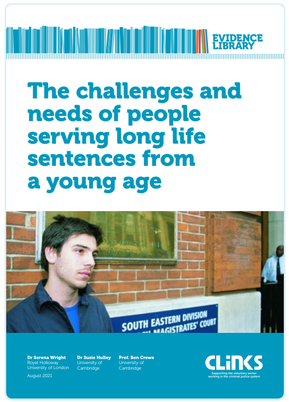
Supporting family relationships is an area where specialist voluntary organisations have a significant amount of expertise and a track record in providing good quality support.

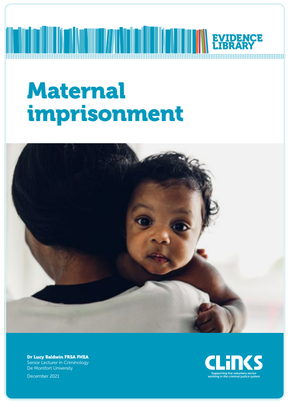
During this year MoJ/HMPPS began the next commissioning round to contract for services to start from October 2022, and a national competition to re-tender these contracts provided both opportunities and challenges. We set about making sure that voluntary sector organisations were engaged in, and able to provide feedback on, the development of the commissioning process and service specification.

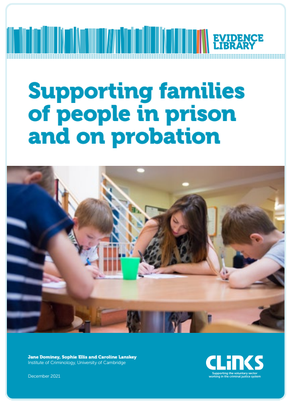
Following submission of a feedback paper and recommendations submitted to the MoJ and HMPPS in December, the Invitation to Tender documentation went live on 28 January 2022 and we welcomed a number of changes made to procurement. However, some challenges remain. We will continue to work with the voluntary sector, MoJ and HMPPS to understand the challenges, highlight concerns and develop solutions. There will need to be wider lessons











learnt, particularly the challenges for smaller organisations in qualifying on the Dynamic Framework to enable them to bid for contracts, and the viability and practicalities of developing partnership and sub-contracting arrangements which, given the timescales, budgets, and absence of dedicated capacity building support within this competition, has not been possible.

Provided access to evidence

We continued to build the online evidence base for the voluntary sector working in the CJS. This series of articles aims to develop a far-reaching and accessible evidence base covering the most common types of activity undertaken within the CJS. It aims to increase the extent to which the voluntary sector bases its services and work on the available evidence base and encourage commissioners to award contracts to organisations delivering an evidence-based approach. Each article is written by a leading academic with expertise on the topic in question. The topics are selected by Clinks' members as areas of priority interest.

"I used the Clinks evidence library, specifically the report by Dr Patrick Williams on Community Empowerment approaches, in the development of an evidence and data pack on supporting people from ethnic minority groups on probation. I found this a really helpful and concise summary of the evidence written in an accessible format. It is helpful to have the academic literature summarised specifically for a practitioner/VCSE provider audience."

Extended and developed our race and justice network

Since setting it up in 2020 there are now 70 organisations in our race and justice network – all led by and focused on racially minoritised people. With funding from MoJ, in partnership with the Black Training and Enterprise Group (now Action for Race Equality) and Eastside Primetimers we ran a national programme of free consultancy support for organisations led by and supporting racially minoritised people.

46 organisations took part, participating in a blend of one-to-one consultancy, workshops and small group sessions that suited them best, with approximately 112 days of one-to-one consultancy. The evaluation has shaped our offer to these members, ensuring that we have prioritised promoting funding and consultation opportunities and supporting organisations to take them up. We also shared this information with MoJ to support their understanding of the support needs of specialist organisations and their experience of commissioning processes.

We convened two network meetings during the year which provided a safe space for organisations to discuss issues of trust and confidence. We also provided individual support to a number of members and helped them to understand more about grant funding and consultancy opportunities which were available to them.

We have developed positive working relationships with members of the HMPPS Race Action Programme (RAP) team and connected our network members with commissioning opportunities intended to promote diversity and inclusion and tackle race disparities within the CJS. We supported the RAP team in commissioning learning materials to increase cultural awareness of senior staff within HMPPS and to pilot a programme to commission the expertise of specialist voluntary organisations working with racially minoritised people as HMPPS policy is developed. These opportunities resulted in some of the network members being commissioned, amplifying their voices and showcasing their expertise.

We have also drawn on our network members' experiences to contribute to strategic working groups, such as the MoJ Female Offender Minority Ethnic working group and have been part of task and finish groups working on specific products, such as guidance on criminal justice processes for migrant and minoritised women.

We have facilitated the voluntary sector's engagement with the Criminal Justice Board for Wales development of their anti-racism action plan. This is the first of its kind in any of the nations of the UK and our involvement has ensured that the voices of racially minoritised people have fed into its development. We ran a grants programme for the Criminal Justice Board for Wales to ensure that the voices of racially minoritised people from across Wales could be heard and that they were able to feed into and co-produce the Criminal Justice Anti-Racism Action Plan for Wales. We promoted and administered the grant scheme and were able to offer small grants to 10 organisations so that they were able to facilitate stakeholder engagement into the action plan.

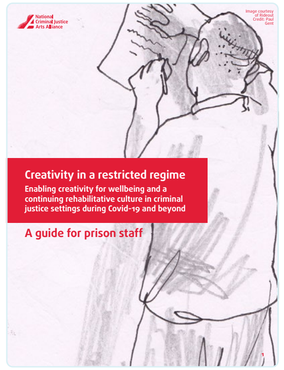
Making every adult matter

Alongside Homeless Link and Mind, Clinks is a founding member of the Making Every Adult Matter (MEAM) Coalition. We launched our new strategy to 2025 in January. Our MEAM Partnership Managers in the South West and North East have continued

to support and develop local areas, working in Bristol, Plymouth, Cornwall, Exeter and North Devon, Durham, Redcar and Cleveland and Newcastle and Gateshead. They work with these areas to adopt the MEAM Approach to better meet the needs of, and improve outcomes for, adults facing multiple disadvantage, through better partnership and cross-sector working to advocate for wider systems change.

Towards the end of the year MEAM secured funding from The National Lottery Community Fund. Work towards implementing this funded programme included interviewing areas and planning the systems intervention areas. We have been finalising the network areas and have identified 30 areas that we are bringing into the network and have been identifying specific systems interventions. We hosted a national conference attracting nearly 100 participants nationally. We have been developing a suite of tools to embed systems change in a more programmatic way, with tools such as stakeholder mapping, failure demand, systems leadership and value setting exercises.

Supported and promoted the arts in criminal justice



In June, and in partnership with the HMPPS Arts Forum, NCJAA promoted practical information on how to continue the provision of in-cell arts activities during COVID-19 restrictions to our network and HMPPS staff.

Creativity in a restricted regime: a guide for prison staff was downloaded 1,500 times within six months of publication. The launch event attended by 69 participants and the social media promotion seen by over 40,000 people.

1,500
downloads of ***Creativity in a restricted regime: a guide for prison staff***
within six months of publication

Alongside this, we collaborated with the Rothchild Foundation to support two arts specialist organisations access funding for work in Buckinghamshire.

In late summer we completed the governance and management review of the NCJAA and recruited a new manager to lead it's work. The NCJAA retains its own identity with its own vision and aims, and is now a fully embedded thematic network of Clinks with an independent advisory board and co-chairs. These changes, and the appointment of the new manager, have laid solid foundations for the NCJAA to build into the future.

By late autumn, the NCJAA secured extension funding for 2022-23 from Arts Council England, enabling us to prioritise the development of a future work plan that builds on our strong track record and prepare for a further three-year round of funding starting in 2023. Preparation for the new funding round began in December.

Building on the success of our online hangouts we launched the arts in criminal justice network forums in the winter, bringing the NCJAA in line with other network forums being delivered by Clinks. The forums addressed key issues impacting the sector whilst providing key policy updates, opportunities for networking, and showcasing work within the network.

In addition to the network forums, we brought individuals and organisations in the network together for a one-day conference focusing on what building back better post-pandemic looks like for the arts in criminal justice sector, and held our annual flagship Anne Peaker event which proudly saw a focus on lived experience and leadership in arts delivery in the sector.

Supported the effective involvement of people with lived experience of the CJS

As we believe the MoJ, commissioners, and all service providers should involve people with lived experience to inform policy and practice, we continued to run service user involvement managers events. These events aim to equip organisations to make meaningful service user involvement a reality. This year the focus of these events included ethics in service user involvement and service user involvement in leadership and senior management. The events showcased good practice within the sector and enabled attendees to discuss challenges and opportunities.

We have monitored the impact of the inquest findings from the tragic events at Fishmongers Hall in 2020, and considered how these might affect the way in which people with lived experience of the CJS are involved in events in the future. We are engaging with HMPPS and MoJ to support and promote good practice as the number of external in-person events is on the increase.

Supported the sector to engage with health and justice initiatives

Our health and justice network met regularly through the year and received key information and updates through our health and justice bulletin. Through our renewed membership of the Department for Health and Social Care, VCSE Health and Wellbeing Alliance we held webinars, information gathering sessions, and published blogs to support the sector to engage with the Community Sentence Treatment Programme, RECONNECT programme and the planned refresh of the Prison Healthcare partnership agreement. We also established an advisory group made up of Clinks and Health and Wellbeing Alliance members to support and guide our work to ensure it draws on the knowledge and expertise of the sector.

Through the intelligence gathered at network meetings, and other sector engagement, we were able to respond to the Justice Select Committee's Inquiry into Mental Health in Prisons, submit evidence to the APPG on women in the penal system's inquiry into women's health and wellbeing in prison and contribute to Collective Voice's response to the DHSC 'transforming the public health system' consultation to provide health and justice expertise.

Working with Clinks' member Birth Companions we launched a joint report about the experience of pregnant women and new mothers under probation supervision in the community at an event attended by over 90 delegates.

Clinks member Only Connect

Ensuring financial sustainability

Our relationships with the MoJ commercial team developed significantly over the year. Initially we met frequently with the commercial lead for probation commissioning to feed back on the challenges facing organisations bidding to deliver day one services following the reunification of the probation service. We then established a structure to meet quarterly with the commercial team to share the sector's experience of and offer potential improvements to commissioning across MoJ and HMPPS areas of activity.

We have disseminated our state of the sector and probation research reports to charitable funders to ensure that they understand the financial and wider context for voluntary organisations working in the CJS. We have also engaged with partners working to influence the Procurement Green Paper and Bill to ensure that the evidence from these reports could inform that work.

Throughout the year we engaged regularly with the Association of Charitable Funders criminal justice network, sharing intelligence on the policy and operating environment, and discussing individual charitable funders plans for supporting organisations in the sector including those led by and focused on racially minoritised people.

We worked as part of the Positive Pathways from Prison programme, funded by Porticus, to provide secretariat support to the programme, promote the programme and its constituent projects and act as an advisor to the programme overall and to projects within.

Next year we will...

By 2024 we will have adapted the way that Clinks supports, promotes and represents the voluntary sector so that how we work with the sector to find and implement solutions to the challenges and opportunities it faces, are embedded into the work of the other strategic objectives of Clinks.

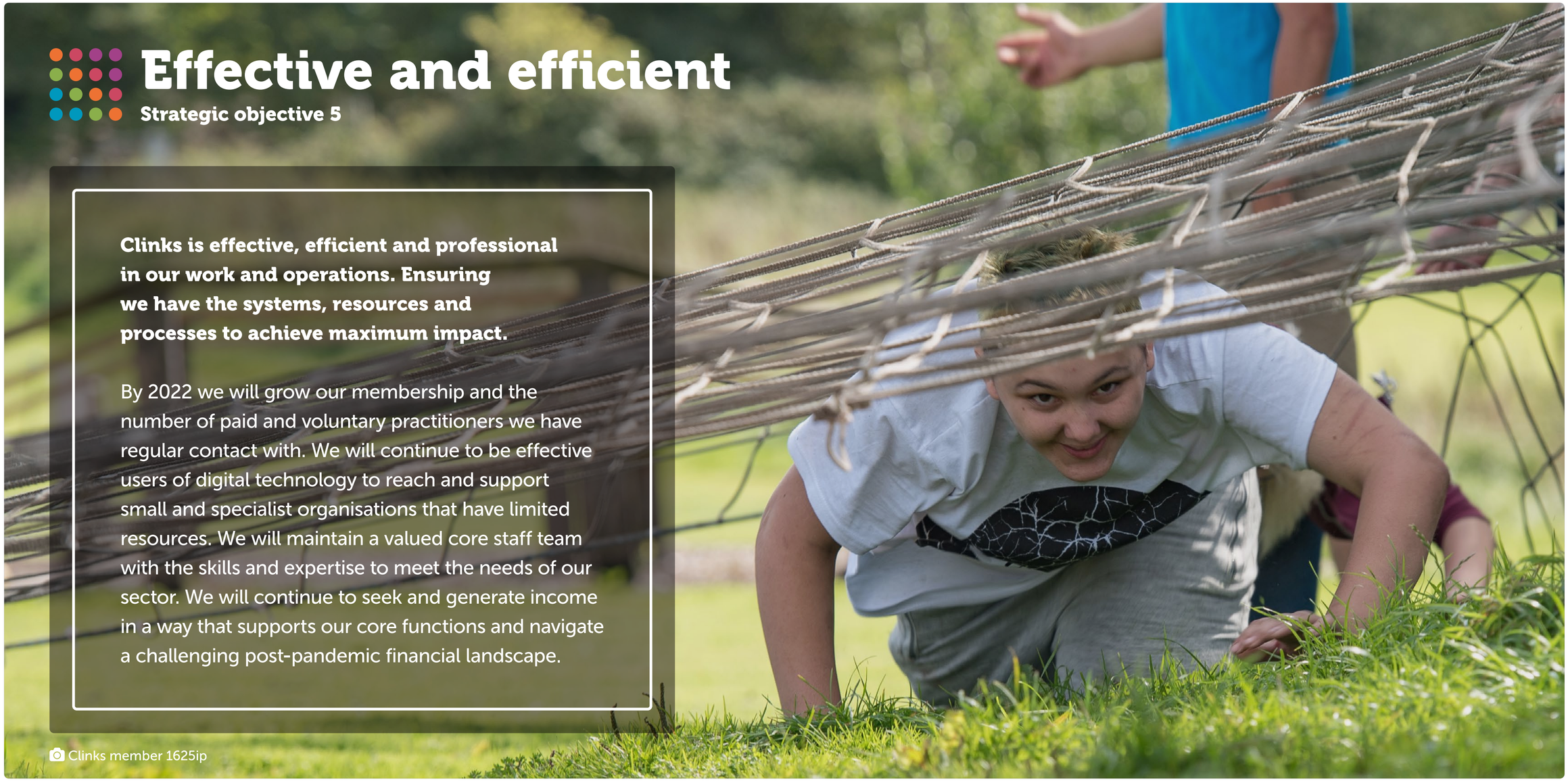
- Gather intelligence from the sector to identify trends, challenges and opportunities
- Support the sector with access to evidence and provide support to develop and utilise evidence
- Promote the principles of the Good Prison voluntary sector model across the prison estate, champion voluntary sector coordination as an enabler of rehabilitation, and pilot voluntary sector coordination in a London prison
- Promote good practice in commissioning to enable the sector to engage with commissioning
- Develop and deliver a programme on work in Plymouth as part of the Changing Futures programme to improve outcomes for people experiencing multiple disadvantage
- Support the sector through the probation reform programme
- Grow the reach and impact of the National Criminal Justice Arts Alliance
- Work towards becoming a network of networks, building on our existing networks for organisations working in the arts, supporting women and working with racially minoritised people, reviewing how we provide specialist networks for organisations working with specific groups.

Effective and efficient

Strategic objective 5

Clinks is effective, efficient and professional in our work and operations. Ensuring we have the systems, resources and processes to achieve maximum impact.

By 2022 we will grow our membership and the number of paid and voluntary practitioners we have regular contact with. We will continue to be effective users of digital technology to reach and support small and specialist organisations that have limited resources. We will maintain a valued core staff team with the skills and expertise to meet the needs of our sector. We will continue to seek and generate income in a way that supports our core functions and navigate a challenging post-pandemic financial landscape.



Clinks member 1625ip

Our achievements

Retained and developed our resilient and valued core team

In 2021-22 we worked with our Board of Trustees and Chair to continue to navigate post-pandemic restrictions. The year presented many challenges in terms of staffing and team culture, and we worked hard to ensure that people were well cared for and felt their value to the organisation as well as our commitment to their wellbeing. Our staff continued to work remotely ensuring their safety but continuing to deliver high quality services, meeting the needs of the sector and supporting our staff wellbeing.

We worked together to determine the kind of culture we want and supported staff to work in coaching pairs and in cross-charity project teams to embed the principles of growth, belonging and practice in how we work.

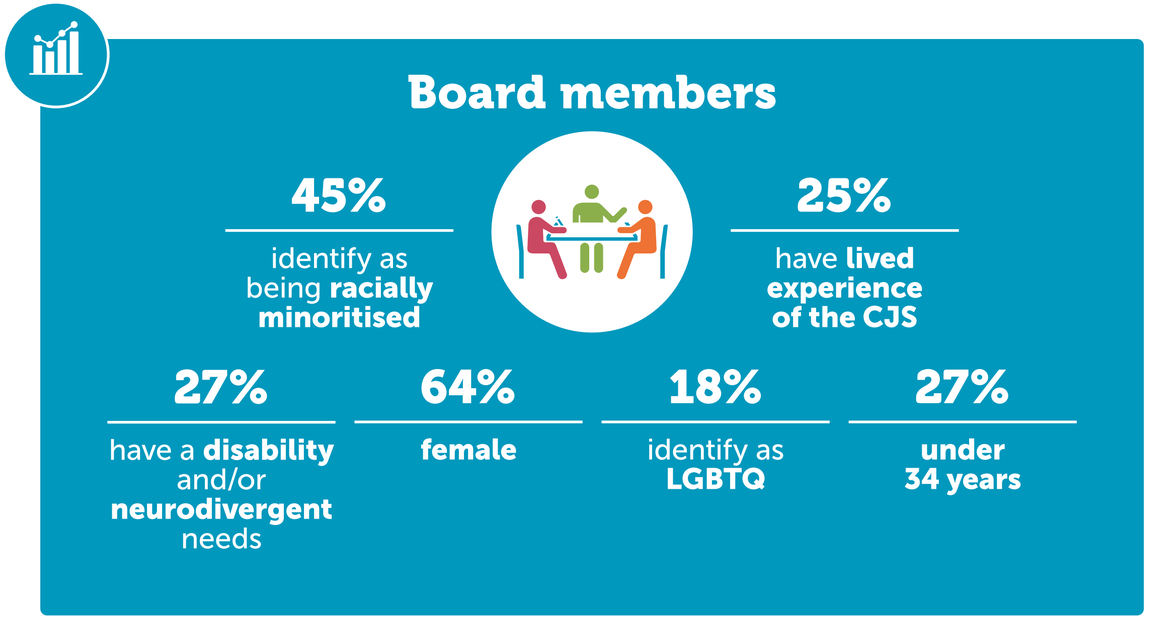
As restrictions lifted we reviewed the COVID-19 wellbeing measure of a 17-day paid working month and our board noted the positive impact of this on retention, sickness levels and productivity. In this year we introduced a new monthly wellbeing day for all full time employees (half a day for part time employees) as a staff benefit which has continued to support high levels of productivity and has also been positive in supporting those staff facing challenges in life outside of work.

"Just to say that Clinks have been brilliant in considering staff wellbeing. The monthly wellbeing day for me is excellent as it makes me feel like I am being looked after by my employer, I feel like our welfare is a top priority and I know that time is a gift."

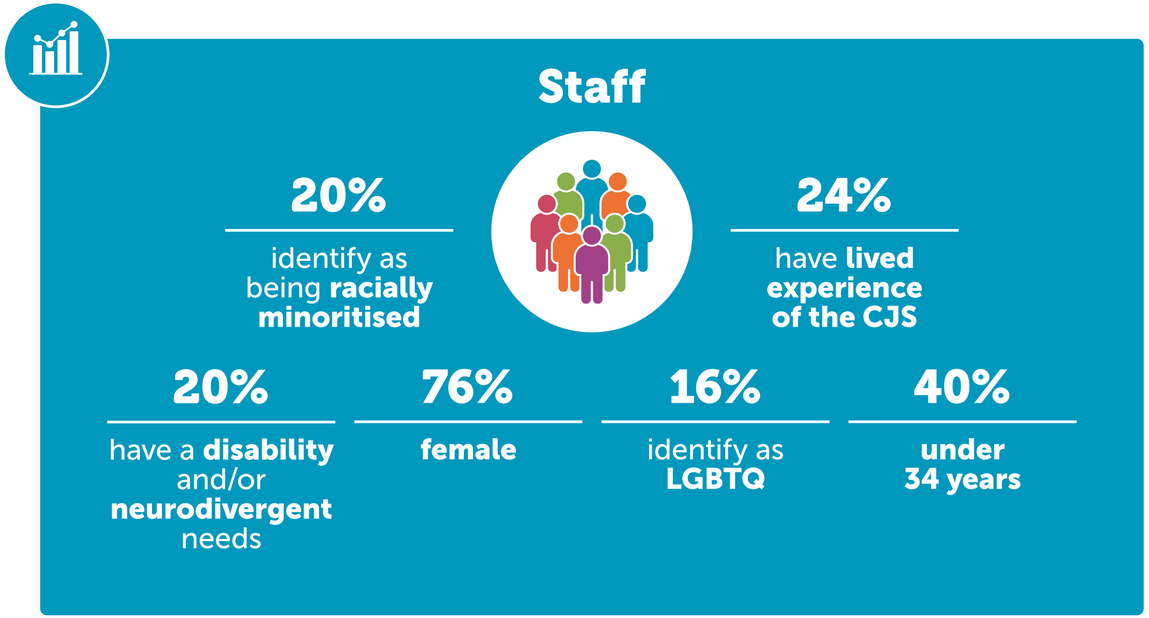
Increased the diversity of our team of staff and volunteers

During this year we recruited new Trustees to our board and created placements for two board fellows – encouraging younger people under the age of 30 to have insight and contribution to the Board and ensuring we have a diverse and representative leadership for our organisation. We are now confident that our leadership is authentically representative of the sector we work in and, we are led by people who bring immeasurable value from their personal and lived experiences.

We are proud of our recent board equalities monitoring data which demonstrates:



We refined our staff recruitment processes to be more inclusive and accessible for all and actively encouraged people with protected characteristics and lived experience of the CJS to apply for posts. Our latest staff equalities survey shows:



The geographical spread of our staff team has also widened through recruiting to home-based roles that had previously been based in our London office.

Developed funder relationships and secured income

We developed a new approach to our income generation considering the external environment facing our sector and our own challenges and opportunities. We continue to look at how to generate income from our activities from those who can afford to support our growth and invest funding and income in expanding our offer at low and no cost to specialist organisations. We continue to progress our income strategy and diversify our income streams with a newly structured team bringing Fundraising into the Corporate Services Directorate and ensuring collaborative working for income generation.

We were delighted to secure a new three year infrastructure grant from HMPPS ensuring our core activity is secure and enabling us to continue to deliver quality services to the sector from April 2022.

Continued to strive to be an anti-racist charity

In this year we worked to towards are ambition of being an intentionally anti-racist organisation with activities reflective of this across the charity.

Our anti-racist working party, drawn from the staff and trustee team, met regularly to lead the work collaboratively and consider ways in which Clinks needs to change and to work together to bring about change. In this year the group trialled reverse mentoring and developed an approach to introducing employee resource groups to provide a safe space for racially minoritised staff, to promote inclusion and recognise the impact of racism on people's working and wider lives. This group will start to meet in the next year.

Working closely with leaders across the voluntary sector from organisations led by, and focussed on, racially minoritised people, our trustees and staff team, we reviewed the way in which we talk about race and racism. This led to a number of changes to our language and messaging which

we hope will ensure that in the future the language we use challenges – rather than contributes to – racist ideas, actions and policies.

Offered free membership and reviewed our model of membership

We have seen the massive financial impact the pandemic has had on the voluntary sector working in criminal justice during COVID-19. So, in 2020, we were very pleased to obtain funding which enabled us to support the sector with a time-limited free membership offer and we were able to continue free membership during 2021-22.

At the end of the year, we had 612 voluntary sector organisations as members of Clinks. This is a small decrease compared to the previous year. This appears to combine two factors: the first being a reduction in the number of new member applications from organisations with an income of under £30k (26) compared to the previous year (53), and the second being the number of organisations not renewing their membership. The overall reduction is likely to be a by-product of this being the second year of free membership, as the first year of free membership particularly benefited smaller organisations, and those figures were difficult to sustain into the second year.

From April 2022, we are delighted to be following through on our commitment to make sure Clinks membership continues to be extremely cost effective. We will introduce a simpler pricing structure, and membership will be free for around 50% of the current membership, reflecting our particular support and commitment to smaller and specialist organisations.

Next year we will...

By 2024 we will have developed a new strategy for the future, involving those we aim to serve and the people who will be at the heart of its success. We will aim to increase the number of organisations we are supporting especially small and specialist organisations with limited resources. We will attract and retain a diverse and valued core staff team with the skills and expertise to meet the needs of our sector. We will continue to generate income in a way that supports our core functions without compromise. We will be increasingly recognisable as an anti-racist organisation.

- Finalise a delivery plan reviewing and extending our goals for the next two years as we face emerging changes and challenges in the sector
- Continue to be a strong and well-run organisation with access to resources to meet those emerging needs
- Continue our anti-racist work to become a leading organisation in this area and establish training for our team in key areas
- Prioritise our income generation activities using more efficient systems and processes
- Grow our membership under a new pricing structure which prioritises small and specialist organisations
- Ensure we understand our impact and how we measure it
- Retain a valued core team and strengthen Clinks ways of working incorporating a hybrid approach to our teams collaborations.

Financial review

Clinks member Only Connect

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP) applicable to charities preparing their accounts in accordance with FRS 102.

Financial review

Clinks secured income of £1.6m and through sound financial planning, ended the year with a small deficit reducing Clinks reserves slightly to £462,010, of which £443,422 is free reserves. This provision remains in line with our revised reserves policy (which is detailed under Reserves and Going Concern). There is a carry-over of £18,588 in restricted income due predominantly to reduced face-to-face activity, events and travel as a result of COVID-19 restrictions.

The generous support of our funders has allowed us to continue with our commitment to support the sector through COVID-19 recovery which has been at a slower pace than the charity sector in general. With additional and unplanned resources secured from both current and new funders we were able to continue supporting voluntary organisations working with families in the CJS and, administer a small grants programme to support the development of the Criminal Justice Anti-Racism Action Plan for Wales.

We continued to try to ease some of the financial and logistical hardship that the voluntary sector working in the CJS has endured by again waiving all membership fees and events fees for a second year. We have continued to deliver our free events on a virtual platform to maximise cost and time efficiency for the CJS voluntary sector.

We acknowledge and are grateful for the vital support of our long-standing and new funders which has enabled us to successfully fulfil our strategic objectives and to implement our ambitious strategy which we intend to build on. This funding allows Clinks to create positive change for people in the criminal justice system by supporting a vibrant and resilient voluntary sector and working with our members to influence policy and practice across England and Wales.

Principal risks and uncertainties

A deliberate focus on governance and successful trustee recruitment drive has strengthened our underpinning and structure (see Appointment of Trustees). We have built on the success of our improved governance by further developing the work of the Finance and Human Resources Committee – headed by Simon Alsop, Treasurer – including appointing new members to the committee alongside existing members who have wide reaching skills and disciplines in charity business development. The committee has supported the board in the overall management and monitoring of finance and staffing matters in Clinks by providing an appropriate level of scrutiny of the finances, HR policies and practices of Clinks prior to making recommendations on these matters to the trustees for their decision.

Clinks' trustees acknowledge their responsibility for identifying and managing the risks to which the charity is exposed. Quarterly reviews of the risk register ensure that the trustees are well informed to arrive at a set of parameters and decisions for the amount of risk they consider to be acceptable. The trustees continue to review and question the reserves policy to establish and agree an appropriate level of reserves. With this information the trustees can make informed choices about the strategic proposals put forward by the executive.

The principal risk, which continues to cause uncertainty for Clinks, is its reliance on an infrastructure grant from the MoJ which has historically provided in excess of a third of our income as well as on charitable funders for much of the remaining income we need to operate.

We understand that the impact COVID-19 has had on investments and portfolios will be felt for a significant period while investments slowly recover and the demand for funding is greater than ever. Voluntary organisations working in the CJS currently struggle with the inability to cover core costs. Voluntary sector investment portfolios have suffered from the fall of the stock market and some charities have little or no financial reserves. Therefore, the need for a deliberately cautious approach to spending and preservation of Clinks' reserves is paramount to ensure financial stability in the approaching times of further austerity.

There are risks that our influencing activity and work alongside criminal justice agencies lose impact as policy priorities and emphasis change and we are required to adjust direction in order to provide a responsive and reactive programme of support to the sector. In our work as a critical friend to the government to influence key policy areas and service development, there is also risk that we are perceived as not providing sufficient challenge to the government as some in the sector may wish us to do.

In such a time of change there is a risk that Clinks' dedicated staff team and limited resources will be overburdened. In turn our work to respond to this change may create pressure on the time and resources of smaller specialist organisations.

Reserves policy and going concern

Trustees and the Finance and Human Resources Committee continue to assess Clinks' approach to risk and our need for reserves. To establish the appropriate level of reserves in March 2022 we considered how Clinks could continue to operate in the event of a critical loss of funding as we feel that this is where we are most at risk and most vulnerable. If this were to occur, we believe that our work is essential to the sector and that there is a longer-term need for Clinks' support. Our operating reserves would need to allow us to continue to operate, albeit potentially with a reduced offer and a reduced staffing team. On that basis, the trustees agreed on a deliberately prudent approach to risk, and this is the foundation on which specific scenarios have been fully costed to ensure Clinks has a margin of safety.

Clinks' business model means that income and expenditure can be forecast with reasonable accuracy. However, the trustees feel that an operating reserve needs to be introduced to provide a core service plus the cost of an orderly wind-down of operations under the most extreme scenario. This is to take account of the turbulence of voluntary sector funding, uncertainty of external factors, potential delays or cessation of previously relied-upon income streams, the potential impact of a slow recovery from COVID-19 for the criminal justice system and voluntary organisations working alongside it, and potential for the economic climate to impact negatively on investments and portfolios. Therefore, the reserves level Clinks needs to hold is based on the scenario in which Clinks was faced with a critical loss of funding, making the continuation of the current model untenable, but in which the board wished to continue to provide core services to the sector. An operating reserve was costed based on a transition period with a core team to allow Clinks to re-assess and plan an alternative direction and, therefore, alternative income streams. This core staff approach

would achieve maximum reach and value, until such times that financial security could be restored and a restructure and rebuild plan could be devised and executed.

Based on the recent trend of expenditure levels, the minimum amount required to execute the above is £427,555. Clinks free reserves at 31 March 2022 are £443,422.

Forecasting suggests that we would need a minimum of six months to allow Clinks the time to explore new strategies and income streams to rebuild. Should this approach be adopted, and reserves used, consideration must be given to replenish depleted funds used in the restructure. Caution and vigilance are paramount whilst operating at the lower levels of reserves, so that a decrease in funding or unplanned/increased expenditure (other than natural inflation or planned additional expenditure due to growth and expansion) can be weathered. Holding enough free reserves is essential should climate, attitude or policy alter substantially enough and force a position of financial hardship. Therefore a slight uplift of 5% is included within these costings to give a smoothing effect to funding troughs.

Clinks will continue to monitor this position and a review will be undertaken in March 2023 to determine Clinks' appropriate level of reserves in relation to functionality.

Statement on fundraising practices

Clinks holds fundraising targets for charitable trusts and statutory sources. We do not fundraise from the general public. We do occasionally ask for donations from our members by email but never through telephone or face-to-face appeals. We sometimes use professional fundraisers to provide additional capacity for writing funding applications. Clinks keeps abreast of applicable fundraising regulation and compliance codes. We have never received a complaint about our fundraising activities.

We note that fundraising during a time of post pandemic recovery has been especially difficult to navigate and without wanting to secure funds which divert money away from small and specialist organisations, we have managed to remain stable. We are seeking to engage with current and past funders to connect and discuss opportunities for the year ahead. We are looking to secure multi-year funding towards core costs and we are seeking funds for the benefit of our thematic networks from trusts and foundations.

Structure, governance and management

Clinks is governed by a Board of Trustees, which consists of at least eight members elected by members of the charity and up to four other people who may be co-opted by the Board of Trustees. The Board of Trustees co-opts additional members to ensure a diverse board with the right mix of skills and experience. Clinks undertook self-assessment in line with the Charity Governance Code and committed to adopting the principles with review on an annual basis.

Clinks has a Finance and Human Resources committee which meets quarterly to discuss key finance and human resources (HR) issues and reports back to the Board of Trustees. It is chaired by the Treasurer. Clinks' business model now has expertise in-house for business functions such as Finance, HR and fundraising, overseen by the Chief Executive Officer (CEO) with expertise added by Clinks' Treasurer. For any arising complex HR issues we benefit from the services of a highly experienced HR consultant who, in addition to advising the CEO, occasionally attends the Finance and HR Committee meetings to offer support and expertise to trustees.

The organisation is a charitable company limited by guarantee, incorporated on 12 May 1998 and registered as a charity on 5 March 1999.

Appointment of trustees

Clinks benefits from an extremely experienced Chair in terms of both criminal justice expertise and experience of being a chair of the board. Roma Hooper (OBE) understands the role and contribution of the voluntary sector working with people in the CJS and their families and can also help Clinks to broaden our reach and connections across the wider statutory, private and voluntary sectors so we can better support and represent the sector's needs.

This year, as a number of longstanding trustees reached the end of their term and we sought to recruit new trustees, we took the opportunity to thoroughly examine the diversity of our board and which areas of skill, expertise and experience were underrepresented, in order to make our board even stronger. We know that excellence requires diversity of backgrounds, experiences and opinions, and that diverse teams outperform homogeneous teams. They bring a broader range of skills, experience and insights – making the board stronger, more diverse and better able to provide leadership and direction. Additionally, it aligns with our values of equality and inclusion and our work towards become an anti-racist organisation. During this recruitment we also developed a Board fellow programme, the aim of this programme is to encourage more young people to join Boards. This is a non-voting role and will run for 18 months.

Clinks strives to be accessible, safe and trusted and
to model the future we'd all like to see.

Trustee induction and training

New trustees are given a copy of the Clinks Trustee Handbook, which includes a range of key documents, including the articles of association, recent accounts, the business plan and minutes of previous meetings. The new trustees meet with the CEO and key staff to discuss the role and priorities. Depending on their existing experience and current role, trustees are encouraged to attend seminars and other training events provided by our Auditors and the Charity Finance Group. Presentations are made at trustee meetings to provide insight into the work of Clinks and our members.

Remuneration policy for key management personnel

Clinks aims to have a reward strategy which attracts, rewards and retains staff. Clinks aims to pay a starting salary at the median for relevant comparators, subject to affordability. The salaries and benefits Clinks offers to its staff, including to the senior management team and CEO are intended to be:

- As equitable as possible
- Transparent and understood by staff
- Market relevant but not market driven
- Cost effective and affordable.

Starting salary and increments

Posts are advertised at the base rate, with one increment awarded after one year's service and after five years' service. Clinks' salaries are informed by the NJC salary scale and Clinks will aim to implement their cost of living award annually (subject to affordability). The Finance and HR committee oversee the salary policy.

Statement of responsibilities of the trustees

The trustees (who are also directors of Clinks 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 and statements of recommended practice 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 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. They 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. In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- 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 corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2022 was five (in 2021 it was eight). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity. Auditors Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

Auditors

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 1 November 2022 and signed on their behalf by:

Simon Alsop
Treasurer

Independent auditor's report

Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2022 and of its 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 charitable 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 Clinks'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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained

within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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, 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 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 charitable 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 the 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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the board of trustees, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.

- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities
This description forms part of our auditor's report.

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. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)
1 November 2022
for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Financial statements

Statement of financial activities

(incorporating an income and expenditure account)

for the year ended 31 March 2022

		2022			2021		
		Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	Note	£	£	**£**	£	£	£
Income from:							
Charitable activities Support, representation and promotion	2	434,205	1,171,891	**1,606,096**	464,424	1,681,290	2,145,714
Other trading activities	3	21,907	150	**22,057**	51,599	100	51,699
Interest	4	1,098	-	**1,098**	-	-	-
Total income		457,210	1,172,041	**1,629,251**	516,023	1,681,390	2,197,413
Expenditure on:							
Charitable activities Support, representation and promotion	5a	467,602	1,174,859	**1,642,461**	573,277	1,701,810	2,275,087
Total expenditure		467,602	1,174,859	**1,642,461**	573,277	1,701,810	2,275,087
Net (expenditure) / income for the year	7	(10,392)	(2,818)	**(13,210)**	(57,254)	(20,420)	**(77,674)**
Transfers between funds		-	-	**-**	1,033	(1,033)	-
Net movement in funds		(10,392)	(2,818)	**(13,210)**	(56,221)	(21,453)	(77,674)
Reconciliation of funds:							
Total funds brought forward		453,813	21,406	**475,219**	510,034	42,859	552,893
Total funds carried forward		443,422	18,588	**462,010**	453,813	21,406	475,219

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

Balance sheet

as at 31 March 2022

		2022		2021	
	Note	£	**£**	£	£
Fixed assets:					
Tangible assets	12		**17,157**		18,394
Current assets:					
Debtors	13	37,630		39,521	
Short term deposit		298,002		297,903	
Cash at bank and in hand		287,969		343,371	
		623,601		680,795	
Liabilities:					
Creditors: amounts falling due within one year	14	178,748		223,970	
Net current assets			**444,854**		456,825
Total net assets			**462,010**		475,219
The funds of the charity:	18a				
Restricted income funds			**18,588**		21,406
Unrestricted income funds:					
General funds		443,422		424,700	
Designated funds		-		29,113	
Total unrestricted funds			**443,422**		453,813
Total charity funds			**462,010**		475,219

Approved by the management committee on 1 November 2022 and signed on its behalf by:
Simon Alsop
Treasurer

Clinks is a registered charity no. 1074546 and a company limited by guarantee, registered in England and Wales no. 3562176.

Statement of cash flows

for the year ended 31 March 2022

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2022	2021
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**(13,210)**	(77,674)
Depreciation charges	**1,616**	9,612
Dividends and interest from investment	**1,098**	
(Increase)/decrease in debtors	**1,891**	228,179
Increase/(decrease) in creditors	**(45,222)**	(128,016)
Net cash provided by / (used in) operating activities	**(53,827)**	32,101

		2022		2021	
Cash flows from operating activities					
Net cash provided by / (used in) operating activities			(53,827)		32,101
Cash flows from investing activities:					
Dividends, interest and rents from investments		(1,098)		-	
Purchase of fixed assets		(378)		(18,804)	
Net cash provided by / (used in) investing activities			(1,476)		(18,804)
Change in cash and cash equivalents in the year			(55,303)		13,297
Cash and cash equivalents at the beginning of the year			641,274		627,977
Cash and cash equivalents at the end of the year	19		585,971		641,274

Notes to the financial statements

for the year ended 31 March 2021

1. Accounting policies

a. Statutory information

Clinks is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 82a James Carter Road, Mildenhall, Bury St Edmunds, IP28 7DE.

b. Basis of preparation

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), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015/March 2018) and the Companies Act 2006/Charities Act 2011.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c. Public benefit entity

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

d. Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Clinks has taken a deliberately prudent approach in reserves planning to ensure smoothing over austere and uncertain times.

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.

e. 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.

f. 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.

g. 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.

h. Expenditure and irrecoverable VAT

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 charitable company 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 delivering services and other activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i. 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, is apportioned based on the estimated staff time attributable to each activity.

- Projects 92%
- Support costs 8%
- Governance costs

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.

j. Operating leases

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

k. Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £150. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.
Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Computer 4 years

l. 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.

m. Cash at bank and in hand

Cash at bank and cash 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.

n. 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.

o. Financial instruments

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.

p. Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity. Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

q. Pensions

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.

2. Income from charitable activities

	2022			2021		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Grants	434,205	1,171,891	**1,606,096**	464,424	1,681,290	2,145,714
Total income from charitable activities	434,205	1,171,891	**1,606,096**	464,424	1,681,290	2,145,714
Restricted grants consist of:						
Lloyds Bank Foundation for England and Wales	-	95,355	**95,355**	-	92,390	92,390
The Woolbeding Charity	-	50,000	**50,000**	-	50,000	50,000
Barrow Cadbury Trust	-	50,000	**50,000**	-	50,000	50,000
Her Majesty's Prison and Probation Service	-	550,000	**550,000**	-	1,210,000	1,210,000
City Bridge Trust	-	54,100	**54,100**	-	54,000	54,000
Criminal Justice Board for Wales	-	55,000	**55,000**	-	-	-
Arts Council England	-	66,196	**66,196**	-	66,196	66,196
Paul Hamlyn Foundation(Inspiring Futures	-	110,000	**110,000**	-	-	-
Rothschild	-	-	**-**	-	21,500	21,500
Cambridge University	-	10,890	**10,890**	-	8,712	8,712
Making Every Adult Matter (MEAM)	-	11,850	**11,850**	-	23,492	23,492
VCSE Health and Wellbeing Alliance	-	93,500	**93,500**	-	80,000	80,000
Greater London Authority	-	25,000	**25,000**	-	25,000	25,000
Sub-total	-	1,171,891	**1,171,891**	-	1,681,290	1,681,290

3. Income from other trading activities

	2022			2021		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Membership fees	-	-	**-**	23,301	-	23,301
Associate membership fees	10,698	-	**10,698**	8,130	-	8,130
Consultancy Fees Earned	-	-	**-**	500	-	500
Paid listings	7,000	-	**7,000**	3,440	-	3,440
Conference fees	-	-	**-**	750	-	750
Sales of Publications	-	-	**-**	-	-	-
Donations	2,000	-	**2,000**	1,185	-	1,185
Other income	2,209	150	**2,359**	14,294	100	14,394
Sub-total	21,907	150	**22,057**	51,599	100	51,699

4. Income from investments

	2022			2021		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Interest receivable	1,098	-	**1,098**	-	-	-
Sub-total	1,098	-	**1,098**	-	-	-

5a. Analysis of expenditure

	Direct cost of activities	Grant funding of activities	Support costs	2022 Total	2021 Total
	£	£	£	£	£
Her Majesty's Prison and Probation Service	494,483	-	55,517	**550,000**	1,210,000
Other support, representation and promotion activities	338,933	-	55,358	**394,291**	455,588
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	55,210	33,782	4,508	**93,500**	92,245
Arts Alliance	113,271	-	1,395	**114,666**	175,951
Rothschild	-		-	**-**	5,976
Paul Hamlyn Foundation Inspiring Futures	20,423	89,577	-	**110,000**	0
Criminal Justice Board for Wales	4,600	50,400	-	**55,000**	-
City Bridge Trust	55,507	-	7,720	**63,227**	44,873
Lloyds Bank Foundation for England & Wales	88,703		8,082	**96,785**	88,350
Greater London Authority	26,479		3,352	**29,831**	16,761
Women's Network	-	-	-	**-**	10,691
MoJ Women's Capacity Building	-		-	**-**	34,553
Barrow Cadbury Trust	50,000	-	-	**50,000**	50,174
Making Every Adult Matter - Policy	11,850	-	-	**11,850**	22,246
NE local development	48,120	-	8,486	**56,606**	51,530
NW local development	16,705	-	-	**16,705**	16,149
	1,324,285	173,759	144,418	**1,642,461**	2,275,087

(Note 5a continued)

	Direct cost of activities	Grant funding of activities	Support costs	2022 Total	2021 Total
	£	£	£	£	£
Grants and partnership payments made (note 6)		173,759	-	**173,759**	709,159
Salaries	1,228,375	-	-	**1,228,375**	1,161,011
Travel and subsistence for staff	2,735	-	-	**2,735**	185
Recruitment costs	2,248	-	675	**2,923**	6,019
Fees for freelance workers	33,980	-	-	**33,980**	65,997
Rent	-	-	57,640	**57,640**	106,335
Insurance	-	-	1,260	**1,260**	1,353
Stationery, printing and photocopy	-	-	10,699	**10,699**	16,096
Telephone and internet charges	-	-	20,002	**20,002**	18,171
Postage	-	-	3,746	**3,746**	1,991
Computer software and maintenance	-	-	21,434	**21,434**	15,461
Subscriptions		-	1,387	**1,387**	1,949
Newsletter and publications	10,630	-	-	**10,630**	13,906
Training for staff and volunteers		-	3,424	**3,424**	16,315
Training for beneficiaries	2,180	-	-	**2,180**	13,400
Depreciation		-	1,616	**1,616**	9,612
Conference costs	7,060	-	-	**7,060**	9,123
Database development		-	-	**-**	-
Professional fees	18,602	-	-	**18,602**	74,304
Rates, light and heat		-	14,996	**14,996**	-
Bank charges and interest		-	123	**123**	69
Meeting costs		-	-	**-**	1,316
Management committee costs		-	85	**85**	
Website development/maintenance		-	2,451	2,451	26,175
Partners staff fees	16,083	-	-	**16,083**	-
Digital media – licences	7,272	-	-	**7,272**	7,140
Health & safety		-	-	**-**	-
	1,329,164	173,759	139,538	**1,642,461**	2,275,087

5b. Analysis of expenditure (prior year)

	Direct cost of activities	Grant funding of activities	Support costs	2021 Total
	£	£	£	£
Her Majesty's Prison and Probation Service	509,764	645,760	54,476	**1,210,000**
Other support, representation and promotion activities	325,361	20,000	110,227	**455,588**
West Yorkshire PCC		-	-	**-**
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	57,458	34,499	288	**92,245**
Arts Alliance	163,109	8,900	3,942	**175,951**
Rothschild Foundation	5,976		-	**5,976**
Paul Hamlyn Foundation (Inspiring Futures)		-	-	**-**
The Good Prison (Lemos and Crane)		-	-	**-**
Ministry of Justice – 10 Prisons Project		-	-	**-**
City Bridge Trust	37,614	-	7,259	**44,873**
Lloyds Bank Foundation for England & Wales	81,483		6,867	**88,350**
Greater London Authority	14,057		2,704	**16,761**
Women's Network	10,691	-	-	**10,691**
HMPPS Women's Capacity Building	33,745		808	**34,553**
Barrow Cadbury Trust	50,174	-	-	**50,174**
Making Every Adult Matter – Policy	22,246	-	-	**22,246**
NE local development	42,815	-	8,715	**51,530**
NW local development	15,532	-	617	**16,149**
Farmer Review	-	-	-	**-**
	1,370,025	709,159	195,903	**2,275,087**

(Note 5b continued)

	Direct cost of activities	Grant funding of activities	Support costs	2021 Total
	£	£	£	£
Grants and partnership payments made (note 6)		709,159	-	**709,159**
Salaries	1,161,011	-	-	**1,161,011**
Travel and subsistence for staff	185	-	-	**185**
Recruitment costs	6,019	-	-	**6,019**
Fees for freelance workers	65,997	-	-	**65,997**
Rent	-	-	106,335	**106,335**
Insurance	-	-	1,353	**1,353**
Stationery, printing and photocopy	-		16,096	**16,096**
Telephone and internet charges		-	18,171	**18,171**
Postage		-	1,991	**1,991**
Computer software and maintenance	-	-	15,461	**15,461**
Subscriptions	-	-	1,949	**1,949**
Newsletter and publications	13,906	-	-	**13,906**
Training for staff and volunteers	16,315	-		**16,315**
Training for beneficiaries	13,400	-	-	**13,400**
Depreciation		-	9,612	**9,612**
Conference costs	9,123	-	-	**9,123**
Database development		-	-	**-**
Professional fees	74,304	-	-	**74,304**
Rates, light and heat		-	-	**-**
Bank charges and interest	-	-	69	**69**
Meeting costs	-	-	1,316	**1,316**
Website development	26,175	-	-	**26,175**
Partners staff fees		-	-	**-**
Digital media – licences	7,140	-		**7,140**
Health & safety		-	-	**-**
	1,393,575	709,159	172,353	**2,275,087**

6a. Grant making (current year)

	Grants to institutions	2022	2021
	£	£	£
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	33,782	**33,782**	34,499
Criminal Justice Board for Wales	50,400	**50,400**	-
Paul Hamlyn Foundation Inspiring Futures	89,577	**89,577**	-
Her Majesty's Prison and Probation Service Small Grants	-	**-**	463,500
Racially Minoritised Consultancy Grants	-	**-**	202,260
Arts Council England Bursary Scheme	-	**-**	8,900
At the end of the year	173,759	**173,759**	709,159

Most grants are made to solicit expertise from specialist organisations: As part of the Health and Wellbeing Alliance, expertise was sought from Revolving Doors a Lived Experience Advisory Group to set up a Lived Experience Steering Group for engagement that would benefit and guide health work and to establish any emerging needs in Health and Justice.

Hibiscus provided feedback of health and wellbeing needs of racially minoritised women in contact with the CJS – by exploring the health and wellbeing needs of racially minoritised women in contact with the criminal justice system, with specific focus on how this has developed as a result of the pandemic.

Working with the Criminal Justice in Wales Board to contribute towards the Race Equality Community Engagement Scheme by managing the coordination of the CJIW race equality grant allocation process. CJIW will invite third sector organisations across Wales to apply for a grant up to £5,000, with flexibility to consider application for up to £10,000 for consortium bids. The grants were provided to organisations to enable engagement with racially minoritised communities people from across Wales to feed into the boards anti-racism plan.

Inspiring futures is a research project developed by the University of Cambridge for the development of a research tool to measure the effectiveness of the arts in a criminal justice settings. With the support of the Paul Hamlyn Foundation, 7 Arts Partners were commissioned to develop courses, performances and forums to provide vital feedback to the University of Cambridge for them to observe whilst the research tool is in development.

6b. Grant making (prior year)

	2021
	£
VCSE Health and Wellbeing Alliance	**34,499**
Summer & Winter Covid-19 recovery Grants	**463,500**
Racially Minoritised Consultancy Grants	**202,260**
Arts Council England Bursary Scheme	**8,900**
At the end of the year	**709,159**

Clinks has been working in partnership with Nacro on the Health and Wellbeing Alliance since 2017. Nacro bring a unique perspective to the health work due to their experience of delivering key health in justice interventions, such as community-based substance misuse services, as well as working on intersecting issues such as housing and education. An additional £20,000 was secured by Clinks for additional partnership working with Recoop and Birth Companions.

Funded by the Ministry of Justice, Clinks support the mobilisation of VCSE capacity and smaller VCSE organisations to support people under probation supervision in the community and those prisoners (men, women and young people) being released from prison at this time including those released early to reduce pressures in the prison population. Additional funding was secured from the Paul Hamlyn foundation to support this work.

Funded by the Ministry of Justice to promote and develop stewardship of organisations led by, and focused on racially minoritised people to facilitate better engagement with the CJS. The purpose of the work is to build capacity within voluntary organisations led by and focused on racially minoritised people to prepare them to participate fully in new probation arrangements and other opportunities that may be provided by the co-commissioning of services by probation regional directors with PCCs and other statutory partners, to improve rehabilitation outcomes and divert young people from the criminal justice system.

NCJAA were supported by Tipp to deliver on the Art Council England bursary scheme.

7. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2022	2021
	£	£
Depreciation	**1,616**	9,612
Operating lease rentals:		
Property	**42,358**	67,000
Auditor's remuneration (excluding VAT):		
Other services	**8,000**	7,400

8. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022	2021
	£	£
Salaries and wages	**1,069,349**	1,012,188
Termination cost	**-**	-
Social security costs	**104,165**	97,703
Pension contributions and other employee benefits	**54,861**	51,123
	1,228,375	1,161,014

Regular reviews are undertaken to ensure that Clinks has the right blend of professional business focus, strategic direction and sector knowledge.

The following number of employees received salary and employee benefits (excluding employer pension costs) during the year between:

	2022	2021
	No.	No.
£80,000 - £89,999	**1**	1

The total employee benefits including pension contributions of the key management personnel were £283,211 (2021: £382,751). The SMT comprises of the CEO plus 3 key employees.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £85 (predominantly virtual engagement due to Covid 19) (2021: £Nil) incurred by nil (2021: Nil) members relating to attendance at meetings of the trustees.

9. Staff numbers

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

	2022	2021
	No.	No.
Projects	**16.0**	16.0
Support	**14.0**	10.0
Governance	**1.0**	1.0
	31.0	27.0

10. Related party transactions

There are no related party transactions to disclose for 2022 (2021: none).

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

11. Taxation

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

12. Tangible fixed assets

	Computer equipment	Total
	£	£
Cost or valuation		
At the start of the year	91,504	**91,504**
Additions in year	379	**379**
At the end of the year	91,883	91,883
Depreciation		
At the start of the year	73,111	**73,111**
Charge for the year	1,616	**1,616**
At the end of the year	74,727	**74,727**
Net book value at the end of the year	17,157	**17,157**
At the start of the year	18,394	**18,394**

All of the above assets are used for charitable purposes.

13. Debtors

	2022	2021
	£	£
Trade debtors	**15,459**	26,499
Other debtors	**12,427**	2,248
Prepayments	**9,744**	10,774
	37,630	39,521

14. Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	**98,489**	6,006
Taxation and social security	**42,156**	38,088
Other creditors	**(24,913)**	(10,231)
Accruals	**43,016**	43,107
Deferred income	**20,000**	147,000
	178,748	223,970

15. Deferred income

Deferred income comprises membership and grant income received during the year for use in 2022/2023.

	2022	2021
	£	£
Balance at the beginning of the year	**147,000**	156,251
Amount released to income in the year	**(147,000)**	(156,251)
Amount deferred in the year	**20,000**	147,000
Balance at the end of the year	**20,000**	147,000

17a. Analysis of net assets between funds (current year)

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	17,157	-	**17,157**
Net current assets	426,265	18,588	**444,853**
Net assets at the end of the year	443,422	18,588	**462,010**

17b. Analysis of net assets between funds (prior year)

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	18,394	-	**18,394**
Net current assets	435,419	21,406	**456,825**
Net assets at the end of the year	453,813	21,406	**475,219**

18a. Movements in funds (current year)

	at 1 April 2021	Income & gains	Expenditure & losses	Transfers	at 31 March 2022
	£	£	£	£	£
Restricted funds:					
Arts Alliance	-	237,236	(224,666)	-	**12,570**
Lloyds Bank Foundation for England & Wales	4,040	95,355	(96,784)	-	**2,611**
Criminal Justice Board for Wales	-	55,000	(55,000)	-	**-**
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	93,500	(93,500)	-	**-**
Making Every Adult Matter – Policy	-	11,850	(11,850)	-	**-**
City Bridge Trust	9,127	54,100	(63,227)	-	
Her Majesty's Prison and Probation Service	-	550,000	(550,000)	-	**-**
Greater London Authority	8,239	25,000	(29,831)	-	**3,408**
Barrow Cadbury Trust	-	50,000	(50,000)	-	**-**
Total restricted funds	21,406	1,172,041	(1,174,859)	-	**18,588**
Unrestricted funds:					
Paul Hamlyn Foundation	-	50,000	(50,000)	-	**-**
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	**-**
AB Charitable Trust	-	50,000	(50,000)	-	**-**
Tudor Trust	-	2,000	(2,000)	-	**-**
Garfield Weston Foundation	-	75,000	(75,000)	-	**-**
Porticus		45,458	(45,458)	-	
J Leon		10,000	(10,000)		**-**
Woolbeding Charity	-	50,000	(50,000)	-	**-**
Bromley Trust		10,000	(10,000)		**-**
General funds	424,700	99,753	(110,144)	29,113	**443,428**
Total unrestricted funds	424,700	457,211	(467,602)	29,113	**443,421**
Designated funds:					
Web, office	29,113	-		(29,113)	**-**
Total unrestricted funds	453,813	457,211	(467,602)	-	**443,421**
Total funds	475,219	1,629,252	(1,642,461)	-	**462,010**

Un-designation of unused designated funds total £29,113

18b. Movements in funds (prior year)

	at 1 April 2020	Income & gains	Expenditure & losses	Transfers	at 31 March 2021
	£	£	£	£	£
Restricted funds:					
Arts Alliance	35,319	146,508	(181,927)	100	**()**
Lloyds Bank Foundation for England & Wales	-	92,390	(88,350)	-	**4,040**
Women's Network	-	-	-	-	**-**
Ministry of Justice – Women's Capacity Building	7,540	-	(7,540)	-	**-**
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	-	80,000	(80,000)	-	**-**
Making Every Adult Matter (MEAM) – Policy	-	23,492	(22,246)	(1,246)	**-**
City Bridge Trust	-	54,000	(44,873)	-	**9,127**
Her Majesty's Prison and Probation Service	-	1,210,000	(1,209,939)	(61)	**-**
Greater London Authority	-	25,000	(16,761)	-	**8,239**
Barrow Cadbury Trust	-	50,000	(50,174)	174	**-**
Total restricted funds	42,859	1,681,390	(1,701,810)	(1,033)	**21,406**
Unrestricted funds:					
Paul Hamlyn Foundation	-	70,000	(70,000)	-	**-**
Esmée Fairbairn Foundation	-	97,500	(97,500)	-	**-**
AB Charitable Trust		50,000	(50,000)	-	**-**
Tudor Trust		15,000	(15,000)	-	**-**
Garfield Weston Foundation		75,000	(75,000)	-	**-**
Goldsmith's Company Charity		30,000	(30,000)	-	
Woolbeding Charity	-	50,000	(50,000)	-	**-**
General funds	432,005	128,523	(135,828)	-	**424,700**
Total unrestricted funds	432,005	516,023	(523,328)	-	**424,700**
Designated Funds:					
Web development, office move and Women's Work	78,029	-	(49,949)	1,033	**29,113**
Total unrestricted funds	510,034	516,023	(573,277)	1,033	**453,813**
Total funds	552,893	2,197,413	(2,275,087)	-	**475,219**

Purposes of restricted funds

Arts Alliance
Clinks is working with a range of different organisations to improve policies and practice in relation to arts-based work with people with a lived experience of the criminal justice system and their families. This includes developing the Arts Alliance as the main national network for arts organisations that work in the criminal justice system.

Lloyds Bank Foundation of England and Wales
Develops an influential sector voice and, leadership with vision for the voluntary sector working in criminal justice, in particular small and specialist organisations by build on our existing strong relationships with key stakeholders, at both national and regional level, in order to increase engagement and influence.

City Bridge Trust and Greater London Authority
Funding for London Development Officer to develop expertise on the voluntary sector working in criminal justice in London, its strengths and weaknesses and its challenges and opportunities; Provide a range of support to the sector, including a comprehensive programme of information; Ensure the London sector's voice is heard and its important work is recognised, at both regional and national level: Support partnerships within and between sectors.

Ministry of Justice – Women's Capacity Building
Funded by the MoJ, Clinks will deliver a programme of training and support to voluntary organisations that offer specialist services to vulnerable women. The programme will focus on capacity building and sustainable development, providing a range of interventions alongside a legacy of resources and toolkits that can be used to support continued development.

Women's Network
On the dissolution of Women's Breakout, the balance of assets was transferred to Clinks. Clinks has committed to continue its work on women in the criminal justice system committing £100,000 (2 x £50,000 over the 2019/20 and 2020/21 years respectively) to grow support for the women's sector.

Department of Health and Social Care – VCSE Health and Wellbeing Alliance
Clinks with other strategic partners assembled as the Health & Wellbeing Alliance, Clinks, along with NACRO, Birth Companions and Recoup are seeking to address Health issues such as substance misuse or mental health problems which can lead to contact with the Criminal Justice System. Addressing the health needs of this group can reduce re-offending, and have a positive impact on the health of their communities.

MEAM – Local development/ MEAM – Policy

- Local development – The MEAM approach was developed to provide a non-prescriptive framework for areas to develop a coordinated and flexible approach to supporting adults with multiple and complex needs. At present there are 11 areas across the country developing the MEAM approach and Clinks provides local development support to two of these. The MEAM Coalition also provides support to the 12 Big Lottery Fulfilling Lives areas.
- Policy – Clinks deliver the Voices from the Frontline project, as part of an embedded policy team across the MEAM coalition partners. The project aims to raise the voice of people experiencing multiple needs to government, as well as highlighting the impact of policies on this group.

Barrow Cadbury Trust
To support Clinks' senior level policy and political engagement work.

Her Majesty's Prison and Probation Service
A strategic grant from the Criminal Justice Group to deliver outcomes in relation to representation and voice, communication and partnership working.

19. Analysis of cash and cash equivalents

	at 1 April 2021	Cash flows	at 31 March 2022
	£	£	£
Cash at bank and in hand	343,371	(56,401)	**286,970**
Notice deposits (less than three months)	297,903		**297,903**
Total cash and cash equivalents	641,274	(56,401)	**584,873**

20. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	Property 2022	Property 2021
	£	£
Less than one year	-	67,000
One to five years	-	268,000
Over five years	-	-
	-	335,000

21. 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.

Reference and administrative information

Company number	3562176
Charity number	1074546
Registered office and operational address	82A James Carter Road, Mildenhall, Suffolk IP28 7DE
Country of registration	England and Wales
Country of incorporation	United Kingdom
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: • Roma Hooper OBE – Chair – elected November 2018, re-elected 2021. • Rachael Byrne – Vice Chair, elected 2016, re-elected 2019. • Simon Alsop – elected November 2019 • Jessica Southgate – elected 2017, re-elected 2020 • Simon Ruding – elected November 2021 • Richard Booty – elected November 2021 • Maisie Hulbert - co-opted December 2021 • Amina Ditta – co-opted December 2021 • Donna Everett – co-opted December 2021 • Salim Baba –co-opted December 2021 • Kelly Loftus – co-opted December 2021 • Patrick Williams – resigned November 2021 • Dr Alison Frater – resigned November 2021 • Raheel Mohammed – resigned May 2021
Key management personnel	Anne Fox – Chief Executive Officer
Bankers	CAF Bank Limited, 25 Kingshill Avenue, West Malling, Kent ME19 4JQ
Auditor	Sayer Vincent LLP, Chartered Accountants and Statutory Auditor Invicta House, 108-114 Golden Lane, London EC1Y 0TL

Thank you to our funders

We would like to take this opportunity to thank all of those who have donated to our work and supported us during what has been a challenging year for both Clinks and the voluntary sector working in the CJS. The flexibility, understanding and support from our funders and partners has ensured we have continued to provide vital support to the sector over the year.

Supporting the voluntary sector working in the criminal justice system

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Mildenhall
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@Clinks_Tweets
www.clinks.org

Our vision

Our vision is of a vibrant, independent and resilient voluntary sector that enables people to transform their lives.

Our mission

To support, represent and advocate for the voluntary sector in criminal justice, enabling it to provide the best possible opportunities for individuals and their families.

Join Clinks: be heard, informed, and supported

Are you a voluntary organisation supporting people in the criminal justice system?

Join our network of over 600 members. Clinks membership offers you:

- A voice to influence change
- Practical assistance to be effective and resilient
- Support from a community of like-minded professionals.

Membership starts at just £80 per year and is free for small and specialist organisations.

www.clinks.org/membership

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CLINKS

England & Wales - Charity number 1074546

Accounts

Annual report and financial statements

for the year ended
31 March 2021

CLiNKS

Supporting the voluntary sector
working in the criminal justice system

Cover photo: Clinks AGM 2018

Covid-19 has had a profound and unprecedented impact on everyone working in, and affected by, the criminal justice system.

Voluntary organisations have continued to support people in these extraordinary times, their resilience tested to the extreme. They have had to make difficult choices as they reckoned with the disruptive impact of the pandemic on their services, dramatically increased need among the people they support and significant financial pressure.

We've seen countless examples of the resilience and flexibility in our sector as it has grappled with these challenges. Clinks, working alongside the sector, has continued to support, promote and represent voluntary organisations throughout this extremely challenging time.

We too have needed to rapidly adapt to new ways of working, as many in our sector have done. 2020-21 saw us respond creatively and work flexibly to continue to deliver the ambitious aims set out in our strategy, *Creating change together*, in the context of the pandemic.

This report details our achievements and progress towards our goals in the second year of our three year strategy, plus our plans for the future, set out across our five strategic objectives, followed by a financial review.

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Annual report

Clinks member 1625 Independent People

Our charity

Our vision

A vibrant, independent and resilient voluntary sector that enables people to transform their lives.

Our mission

To support, represent and advocate for the voluntary sector in criminal justice, enabling it to provide the best possible opportunities for individuals and their families.

Our values

Our members

Voluntary organisations play an essential role at the heart of our criminal justice system.

Using evidence

In order to improve the system we must amplify the voices of voluntary organisations working in criminal justice.

Involving service users

We are committed to supporting the effective involvement of people with lived experience of the criminal justice system to inform policy and practice.

People's capacity to change

We believe that every individual should have the right support so they can transform their lives.

Equality

We proactively identify and tackle disadvantage, discrimination and inequality in our criminal justice system.

Inclusivity

We strive to be approachable, accessible, inclusive and collaborative.

Our strategic objectives

1 Promote the work and value of the voluntary sector in the criminal justice system, with a particular focus on smaller specialist organisations.

2 Support voluntary organisations working in the criminal justice system with individuals and their families.

3 Represent and advocate for the voluntary sector and its service users.

4 Identify challenges and opportunities facing the voluntary sector and its service users, and work together to find and implement solutions.

5 Clinks being effective, efficient and professional in its work and operations. Ensuring we have the systems, resources and processes to achieve maximum impact.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Strategic objective 1

Promote

Clinks promotes the work and value of the voluntary sector in the criminal justice system, with a particular focus on smaller specialist organisations.

By 2022 we will increase and improve the knowledge and understanding of the role and value of voluntary organisations, especially small and specialist ones, amongst criminal justice system practitioners.

Clinks AGM 2019

Our achievements

A comprehensive communications programme

In 2020-2021 we delivered a wide range of communications across our various channels to meet the information needs of voluntary organisations working in the criminal justice system, and support Clinks to deliver objective 1, and our staff to deliver the communications needed to deliver objectives 2-4.

A strategic communications offer during the Covid-19 crisis

Covid-19 meant that we needed to quickly adapt our work to meet the changing communications needs of organisations in the pandemic. Presented with this new and unpredictable situation, in March and April 2020 we revisited our communications plans and set out how we would use our channels flexibly and effectively whilst new challenges were presenting themselves. These challenges included:

- Higher volumes of information regarding Covid-19 to process and disseminate. Less volume of information regarding other topics.
- A greater need for information on issues which impact the whole voluntary sector, not only those working in criminal justice.
- A large proportion of the information was needed urgently by organisations.
- Information being received by Clinks from new sources.
- The flow of information from Her Majesty's Prison and Probation Service/Ministry of Justice (HMPPS/MoJ) and wider government meaning it wasn't always possible to communicate in the most timely manner.

Our aim was to prioritise content that was voluntary sector and criminal justice-specific, whilst also disseminating more content from across the wider sector than we usually would. Throughout the year we worked closely with communications colleagues in HMPPS to ensure we had the most up to date information to disseminate to our audiences.

Clinks conference 2019

Due to the urgency of this need, our communications were balanced more towards this than towards championing the role of the sector than they may have been in other years. However, we also continued to ensure that our communications channels supported the work of other teams to promote, support and represent the sector.

Through a range of channels we publicised our regular surveys to obtain timely information on the impact of the pandemic on voluntary organisations. On average, 118 people responded to each survey, giving us rich and robust information with which to inform MoJ/HMPPS and our own support to the sector. The findings of this research were published in December 2020.

We have clearly communicated, through our channels, the role and value of the voluntary sector both in meeting the needs of people in prison and throughout the probation programme development and the commissioning process.

Ebulletins

Ebulletins played an important role while delivering our objectives during the pandemic, including to deliver information to – and promote the work of – small and specialist organisations. We delivered 121 emails over the year. We continued to see an increase in subscribers across our ebulletins and had 23,243 subscriptions to our ebulletins at 31 March 2021. Thematic ebulletins were delivered based on areas of work including policy, health and justice, arts, and women. Updates from HMPPS were delivered to subscribers where possible regarding the status of prisons, regarding social visits, and access to prisons for voluntary organisations. This included:

50 editions of our weekly Light Lunch ebulletin to **13,485 subscribers**.

12 editions of our Health and justice bulletin to over **2,000 subscribers**. Delivered as part our work with the VCSE Health and Wellbeing Alliance.

12 editions of our Policy briefing ebulletin to over **2,000 subscribers**.

5 editions of our quarterly Women's criminal justice bulletin to over **400 subscribers**.

12 editions of our monthly National Criminal Justice Arts Alliance (NCJAA) newsletter to over **6,153 subscribers**.

We also sent newsflashes to our Light Lunch audience, up to twice weekly. We sent out more newsflashes than we usually would, and at a different schedule, to deliver urgent information where that was needed. We successfully publicised our expanded digital events programme using our channels, with the largest number of bookings coming through our newsflash programme.

Social media

Our two Twitter accounts, @Clinks_tweets, and the National Criminal Justice Arts Alliance account @ArtsCJS were used throughout the year to deliver breaking sector-specific news, and deliver information in a timely manner. Followers also interacted with us using this platform, creating a space for discussion and debate. Using these accounts, we highlighted our members' work, and that of the wider sector, amplifying their voice and showcasing how organisations were adapting during the pandemic. As part of a coalition of infrastructure organisations we advocated for the financial needs of voluntary organisations with the #NeverMoreNeeded campaign, and its component hashtag #RightNow.

The National Criminal Justice Arts Alliance Facebook page delivered news and updates of specific relevance to staff at arts organisations and individual practitioners. Our LinkedIn account also saw an increase in popularity. Followers could receive priority updates from Clinks regarding news and developments in the criminal justice system. Being a professional networking platform followers engaged with our posts advertising job vacancies, and funding opportunities relating to Covid-19.

25,478
followers across all Clinks and NCJAA accounts at 31 March 2021, an **increase of 3,806** since 31 March 2020

Websites

Due to the fast-paced, changing and unpredictable nature of the information regarding the pandemic, we set up a dedicated 'live' web page, which we kept updated regularly – often daily during the first few months of the pandemic. This allowed us to reach the sector with the latest information we had available as the situation evolved.

The page contributed to a key aim of our communications during this time to make the amount of information less overwhelming and easier to navigate for organisations. The page gave sector-specific information, collated essential updates and signposted to helpful information from the wider voluntary sector and arts and culture sector. We populated a frequently asked questions sections of this page through our engagement with the sector through our dedicated Covid-19 mailbox and our regular engagement with HMPPS regarding the sector's concerns.

News articles on the NCJAA website kept arts and cultural organisations and practitioners up to date with arts-specific news whilst signposting to the Clinks website as the main hub of information.

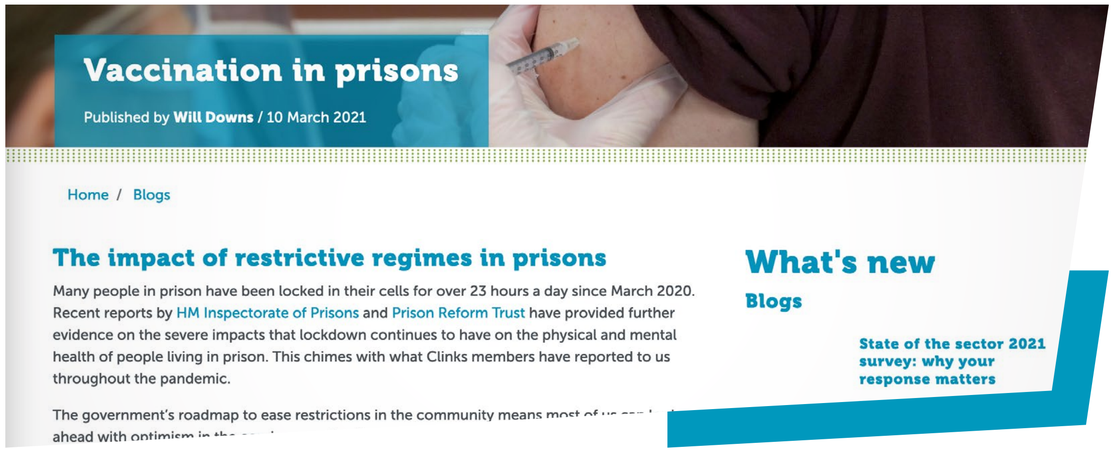
To provide and contribute to thought leadership in the sector, this year we continued our commitment to remove stigmatising language from our communications by removing the word 'offender' from the title of our Directory of Services.

178,598
website users across the Clinks and NCJAA websites

Blogs

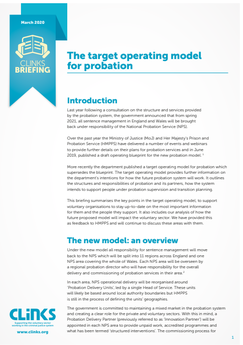
Our website blog function published longer pieces of written content giving updates on Clinks' work, discussing the challenges and opportunities in the sector, and highlighting organisations' work during the pandemic. Blogs were used as a key part of our communications celebrating the success of our Covid-19 Response Grants programme, and Winter Support programme. We announced the successful organisations, updated our audiences on this piece of work, and used it as a platform to share our key messages around our work as part of the #NeverMoreNeeded campaign.

Blogs provided regular information and commentary on the progress of the probation reform programme. This kept the sector up to date, promoted its role in supporting people under probation supervision and highlighted where there were barriers to the sector's involvement and the policy solutions we advocated for.



Publications

We launched **43 publications**. Key reports, briefings, responses and other documents published throughout the year included:

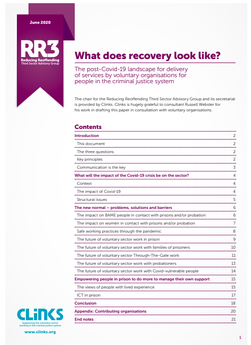


The target operating model for probation

An in-depth analysis of Her Majesty's Prison and Probation Service's (HMPPS) target operating model for probation published on 3 March 2020 and its implications for the voluntary sector.

Managing volunteers

A guide produced in partnership with NCVO, including guidance on developing a volunteer programme, recruiting volunteers, and rewarding, recognising and retaining volunteers.



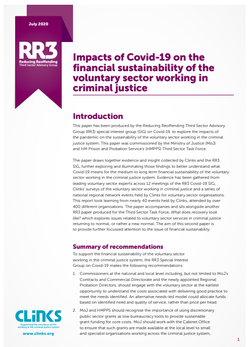
What does recovery look like?

A paper from the Reducing Reoffending Third Sector Advisory Group, looking at the post-Covid-19 landscape for delivery of services by voluntary organisations for people in the criminal justice system.

To provide and contribute to thought leadership in the sector, as a member of the Monument Fellowship we supported Khulisa to compile, curate and promote *Humane Justice*, a collection of essays, poetry and art, that highlights the roles kindness, hope and compassion play, and should play, in the criminal justice system.

Race and ethnicity: a critical moment – a letter to Dr Jo Farrar

In this letter, voluntary organisations led by racially minoritised people set out five areas for action that HMPPS must take in order to address the challenges of these organisations in the criminal justice system.



Impacts of Covid-19 on the financial sustainability of the voluntary sector working in criminal justice

A Reducing Reoffending Third Sector Advisory Group paper exploring the impacts of the pandemic on the sustainability of the voluntary sector working in the criminal justice system.

Shared expectations: Clinks membership code of conduct

This code of conduct outlines Clinks' values, our expectations of each other, and expectations regarding the behaviour of our members and their staff towards Clinks, other members and overall.

The impact of Covid-19 on the voluntary sector in criminal justice

An in-depth report examining the profound impact Covid-19 has had on voluntary organisations in the criminal justice system and the people they support.

Press and media coverage

- In June 2020, Chief Executive Officer Anne Fox was quoted in a Civil Society news article regarding the probation reform programme, *Over £100m a year will be on offer to charities that run rehabilitation services*. The article also linked to a Clinks blog article with further detail on the new probation model.
- In July 2020 Anne was interviewed on National Prison Radio on how the voluntary sector was faring during the pandemic.
- In September, Anne was interviewed on the JUSTICE podcast with founder and prison philanthropist Edwina Grosvenor. Anne discussed the importance of understanding the needs of organisations working in criminal justice, particularly in the pandemic context.
- An article was published in the November 2020 edition of the Association of Members of Independent Monitoring Boards *Independent Monitor* publication. Amanda Sherriff, MEAM Partnerships Manager South West, wrote about the experiences of people in prison, and leaving prison, during the pandemic.
- In March 2021 Clinks, as part of a coalition of organisations, wrote to the prime minister warning that the government's plans for policing and sentencing will further entrench racial inequality in the criminal justice system. The Independent, iNews and The Voice online covered the story.

Next year we will

- Inform and influence the sector and stakeholders through a continued comprehensive communications programme, developing our strategic communications offer, and extending our reach by maximising the use of our channels. This will ensure that the sector has the information it needs to support its beneficiaries and is valued and understood in an external environment which in 2021/22 will see the launch of the new probation model, the passage of the Police, Crime, Sentencing and Courts Bill through parliament and recovery from Covid-19.
- Continue to keep Clinks' website up to date to make sure information, briefings, tools and other resources are accessible.
- Publicise funding opportunities and signpost to sources of funding support to help support sustainability of the sector.
- Begin the development of a new communications strategy, map our stakeholders and embed our strategy in our delivery.
- Deliver our communications using digital tools to optimise our reach and further provide the sector with information and support in accessible formats.
- Provide support in engagement with this year's Monument Fellowship question, curated by Diagrama.
- Support the sector to understand and optimise the impact of its messaging and communications activity in achieving its aims.

Strategic objective 2

Support

Clinks supports voluntary organisations working in the criminal justice system with individuals and their families.

By 2022 we will have established thematic and location based networks for voluntary organisations and practitioners supporting people in England and Wales with specific needs or protected characteristics. Organisations across the country working in a range of ways will have improved access to Clinks' offer.

Clinks conference 2019

Our achievements

Built on our events and training offer

The pandemic made physical events impossible at the beginning of the financial year. We embraced online platforms to host our events and ensure that we could provide an enhanced events offer which supported our members and the wider voluntary sector to connect and develop at a crucial time.

Utilising digital technology has been vital in enabling our work and engagement with the sector to continue. Delivering events online has led to a significant increase in both the number of events and the participation from the voluntary sector across England and Wales. Video conferencing technology reduced costs meaning we could offer free attendance. Our events were much more accessible, including to those who had experienced a reduction in income during the pandemic.

We held monthly events for organisations to meet and network thematically and geographically. This also allowed us to increase our reach incorporating the whole of Wales and England. We have increased our members' involvement in planning our events and 70% of our members attended at least one event.

"Amazing event. Congratulations to all involved in bringing it together, presenting brilliantly, sharing your words, performing your art. An enriching reminder about the incredible community of people who are delivering and creating fantastic art and opportunities."

5,025
event registrations
for **114 events**

Clinks AGM 2019

We supported our members through the early stages of the pandemic with monthly events, bringing together a wide range of organisations that had ceased delivering their services, to ensure information was flowing between them and prisons, the Ministry of Justice and Her Majesty's Prison and Probation Service.

"Thank you everyone for putting this together, sharing yourselves in your art, your truth. I feel very privileged. So much to take back with me for the young people I work with."

Highlights from our events and training programme

- In Autumn, we organised a range of events to support the sector in being ready for the **commissioning of rehabilitation and resettlement services under the new probation model**. We organised 21 events in this series, with 1,394 delegates attending.
- In early 2021, we started to run our **Influencing policy seminars**, as part of our Stronger Voice project funded by Lloyds Bank Foundation for England and Wales, to share learning across the sector of different ways in which organisations have influenced change. The first seminars featured Unlock and the Prison Reform Trust and we will be continuing this work in 2021-22.
- Our **annual conference**, the first one to be delivered online, had our highest ever attendance and incorporated a range of member organisations facilitating panel discussions and workshops. The conference focussed on the key issues of the day, including supporting staff and volunteers working from home, utilising technology to continue case work and briefing organisations on insurance and legal risks the pandemic brought.
- The **Annual General Meeting** also had a record turnout, with members coming to hear about our achievements over the year and hearing from our keynote speaker, Sir Brian Leveson.
- The National Criminal Justice Arts Alliance **Anne Peaker lecture** given by Lemn Sissay provided great insight into the arts in criminal justice and sparked a lively debate.
- We delivered **capacity-building training** to organisations in our women's network. We also developed a training programme to **support the sector to amplify its voice** as part of the Stronger Voice project, which will be delivered in in 2021-22.

Due to the focus of our Working and Volunteering in Prisons training, and as a result of the restrictions on accessing prisons during the pandemic, we suspended this training programme this year.

> "Ahh man! Thank you fabulous NCJAA and Clinks! You've been a lifeline to us organisations this year! And agree with other organisations that actually this works well for those with less capacity to travel."

> "Incredible event. I feel inspired and re-energised!! Thanks to everyone."

Our local work

The area development team utilised digital technology in place of physical face-to-face meetings to build on existing relationships with the sector and to continue to provide support and opportunities for organisations to come together regularly through region-specific criminal justice forums. Delivering support in this way also meant we could extend our reach in other areas through running 'All England' and 'Wales' forums. We saw higher involvement from organisations that are based in areas where we do not have a dedicated area development officer – overall, 44% of those that attended an event were in an unstaffed area (across our entire events programme). These events provided opportunities for information sharing, discussion and feedback, focussing in particular on the challenges that the voluntary sector has faced during the Covid-19 pandemic in operating and delivering services and the recovery landscape.

19 regional forums

16 national forums

800 delegates

We have continued to grow our regional presence, recruiting a London Area Development Officer. Almost half of voluntary organisations working in the criminal justice system have a presence in London according to our most recent State of the sector research.

The team continued to provide one-to-one support and information to members through online meetings, email and phone conversations around a range of subjects and issues, including funding challenges, partnership working and, in particular, the complexities faced by the sector working in the criminal justice system during Covid-19 and the probation reform agenda and commissioning process. In response to this we set up dedicated Covid-19 and probation email mailboxes for organisations to send us information and queries. The information received enabled us to inform and influence at both a national and local level.

Our area development team has worked together during the pandemic to provide a more joined-up offer to organisations. We developed a dedicated role working alongside our networks and staffed areas to ensure there is a good flow of information and support to organisations sitting outside of those areas and specialisms. This has been particularly focused on Covid-19 and the probation reform programme, managing the Covid-19 and probation email mailboxes to triage support requests and collate information to inform our support offer and influencing work.

The area development team has continued to provide representation at regional and sub-regional strategic boards and meetings in the North East, North West, London and Wales. These included reducing reoffending boards, local criminal justice boards and cross-sector thematic groups to influence and ensure sector involvement and engagement in regional policy and strategy development. We have worked with senior stakeholders from national government in Wales, local and devolved authorities, police and crime commissioners and prisons, and have fostered relationships with the newly appointed regional probation directors in areas where we have staff representation and beyond into unstaffed areas. These will continue to be key relationships so that we can ensure that organisations are engaged in future probation commissioning.

Delivered consultancy support to racially minoritised organisations

In January 2021, with funding from Her Majesty's Prison and Probation Service, Clinks developed a consultancy support programme to support and strengthen voluntary organisations working in the criminal justice system that are led by and focused on racially minoritised people.

Delivered in partnership with the Black Training and Enterprise Group and Eastside Primetimers, the programme aimed to:

- Provide capacity building support to organisations to enable greater partnership working
- Relationship building
- Engagement with commissioning opportunities and associated structures, including the probation Dynamic Framework.

Expressions of interest were received from 60 organisations. 50 eligible organisations had development conversations with consultants to identify their areas of priority and focus for the consultancy. This was followed by up to three days of individual consultancy support, based on their organisations' needs, alongside a programme of workshops, small group sessions and coaching opportunities.

We aim to build on the insights from this programme to support organisations through our recently established race and justice network.

50
organisations supported by our consultancy support for **racially minoritised people specialists**

Next year we will

In 2021-22 we will focus on meeting the needs of the voluntary sector at a time of unprecedented challenge, particularly in recovering from the Covid-19 pandemic and in the context of a new probation model.

Strengthen our area-based support

- We will provide more support to organisations in more regions.
- Maintain our footprint in the regions we currently have dedicated resource, covering new geographical areas subject to need and funding.
- Develop the way that we work so that we can provide consistent support across the country where we don't have a dedicated area development officer.
- Continue to facilitate regular criminal justice forums for England and for Wales, in addition to holding regional informal criminal justice networks every month in staffed areas in England.
- Ensure that the sector is represented and heard at a regional strategic level with stakeholders and senior leads, including probation directors and their senior teams to enable better links with the sector and make sure it is fully engaged in future probation commissioning at a local level.
- Identify, and provide support around, the challenges that voluntary organisations face in a continuously uncertain environment in order to inform and influence future strategies and developments.

Review membership, events and training

- Carry out a review of how we support the sector through membership, events and training, ensuring that our offer best meets the needs of our members
- Reflect on the learnings from running online events and how it has helped us to broaden our reach to organisations that may not have previously been able to take part
- Continue to increase our members' involvement with events and training.

Focus on Covid-19 recovery and probation reform

- Continue to support and engage with voluntary organisations to identify and understand their needs and the ongoing challenges they face, particularly within the Covid-19 recovery landscape and the probation reform agenda and emerging commissioning structures.

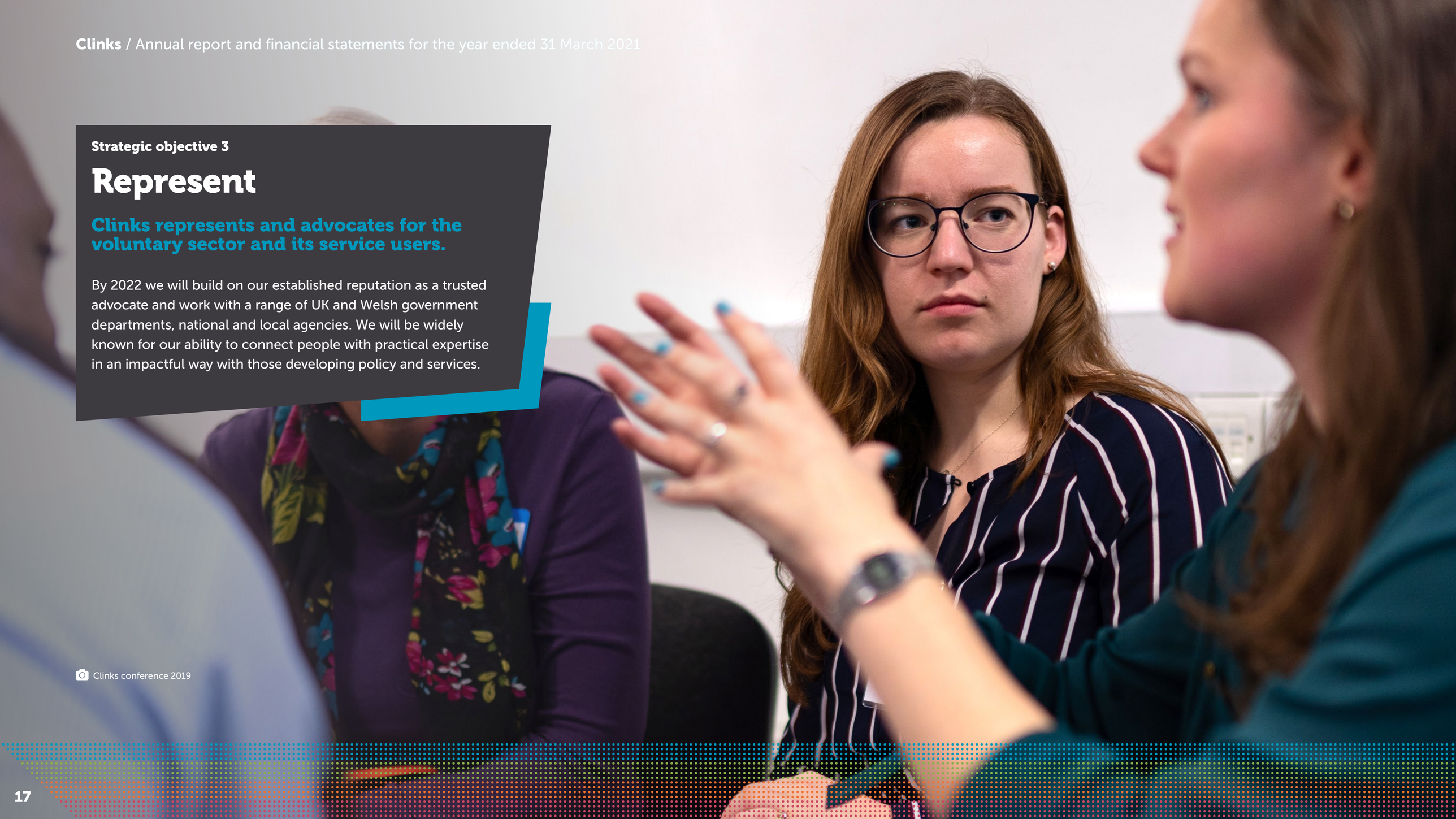
Clinks conference 2019

Strategic objective 3

Represent

Clinks represents and advocates for the voluntary sector and its service users.

By 2022 we will build on our established reputation as a trusted advocate and work with a range of UK and Welsh government departments, national and local agencies. We will be widely known for our ability to connect people with practical expertise in an impactful way with those developing policy and services.



Clinks conference 2019

Our achievements

Represented organisations during the reforms to probation

Our engagement with the probation reform programme – highlighting challenges and barriers for voluntary organisations to engage with the commissioning of rehabilitation and resettlement services – successfully led to the voluntary sector emerging as the main partner. Two thirds of the total contract value for day one probation services has been awarded to voluntary organisations. We built strong and constructive relationships with the probation reform team and facilitated their engagement with voluntary sector organisations to support their understanding of organisations' experience of the commissioning process and the team's ability to draw upon the voluntary sector's knowledge and expertise.

Our influencing led to a more holistic service being commissioned for women than was originally planned – which was subsequently awarded to only voluntary sector organisations, the majority of which were specialist women's centres – and changes to some of the technical requirements for the contracts meaning more organisations were able to be involved.

Responded to the impact of Covid-19

The Covid-19 pandemic has had severe and far reaching consequences for voluntary organisations working in the criminal justice system. There was a clear need to understand the impact the pandemic had on organisations during the pandemic to inform our work. We ran six surveys over a six month period between March 2020 and August 2020 to understand the impact of the pandemic on voluntary organisations working in the criminal justice system. On average, 118 organisations responded to each survey. At the beginning of the pandemic we shared our findings with the Justice Select Committee and Ministry of Justice. The research culminated in a report, *The impact of Covid-19 on the voluntary sector in criminal justice*, which we launched at an event, and at which we heard about the impact of the pandemic directly from our members. The event was attended by a number of key stakeholders, including officials from Her Majesty's Prison and Probation Service and the Ministry of Justice.

In 2020-21 we were active members of the #NeverMoreNeeded campaign alongside other voluntary organisations. Through this work we collaborated with our partners to advocate on behalf of the sector, outlining the important work organisations have undertaken during the pandemic as well as outlining their important role as restrictions eased and we moved towards recovery. Through this campaign we demonstrated the sector's financial challenges and advocated for additional government funding – informed by our research – to address this.

Amplifying the sector's voice

We were pleased to have received funding from Lloyds Bank Foundation for England and Wales for our Stronger Voice project. This aims to support the sector to influence policy, both nationally and locally, and come together to speak with a unified voice. Earlier this year we started our series of expert seminars. We heard from Prison Reform Trust and Unlock about their approaches to influencing policy as well as from our own policy team about Clinks' work. We were pleased to see an interest in these – with over 100 people signed up to each seminar.

We are exploring how we can work with the sector to develop shared policy messages. As part of this we have reviewed with the sector the policy priorities on which we advocate for change to ensure they accurately reflect the experiences of voluntary organisations working in criminal justice. We kicked off this process with a survey to consult the voluntary sector about its views of our current priorities and will use that information to help us develop and refine our policy messages further.

Advised the government

Clinks provides the chair and secretariat for the Reducing Reoffending Third Sector Advisory Group (RR3). The RR3 provides the key interface between the voluntary sector and the Ministry of Justice, in order to increase mutual understanding and build a strong and effective partnership. The RR3 continued to hold its quarterly meetings online.

The group was joined by numerous senior officials from the Ministry of Justice and Her Majesty's Prison and Probation Service to advise on policy development across a number of areas, including the community sentence commitments in the *A Smarter Approach to Sentencing* White Paper, the Prison Leavers Project and the probation reform programme. The group was joined twice by the then Minister of State for Prisons and Probation, Lucy Frazer QC MP.

The RR3 set up a special interest group on Covid-19 in March 2020. Meeting over 31 times over the course of the year, it communicated to senior officials the challenges voluntary organisations and their beneficiaries faced during the pandemic. The group built a strong relationship with the operational 'gold command' of prisons and helped to facilitate better exchange of key operational information between the government and the voluntary sector.

In 2020-21 we set up a special interest group on probation reform to help feed in the experiences of the sector into the design of the new reformed probation model which went live on 26th June 2021. The group developed a productive relationship with the HMPPS probation reform programme and met four times across the year with officials to provide advice on the design of the Dynamic Framework, the values and volumes of contract lots, the mobilisation of contracts and the commissioning of future services.

Responding to government inquiries and consultations

May 2020

CLINKS RESPONSE

Department for Digital, Culture, Media and Sport select committee inquiry into the impact of Covid-19 on the charity sector

About Clinks

Clinks is the national infrastructure organisation supporting voluntary sector organisations working in the criminal justice system (CJS). Our aim is to ensure the sector, and those with whom it works, are informed and engaged in order to transform the lives of people in the CJS and their communities. We do this by providing specialist information and support, with a particular focus on smaller voluntary sector organisations, to inform them about changes in policy and commissioning, to help them build effective partnerships and provide innovative services that respond directly to the needs of their users.

We are a membership organisation with over 500 members, including the voluntary sector's largest providers as well as its smallest. Our wider national network reaches 4,000 voluntary sector contacts. Overall, through our weekly e-bulletin Light Lunch and our social media activity, we have a network of over 13,000 contacts. These include individuals and agencies with an interest in the CJS and the role of the voluntary sector in rehabilitation and resettlement.

Clinks manages the National Criminal Justice Arts Alliance, a national network of over 800 artists, arts organisations and criminal justice practitioners using creative approaches to reduce reoffending. We also support a network of women's centres and specialist women's services working in the CJS.

The voluntary sector working in criminal justice

Voluntary organisations working with people in contact with the criminal justice system provide essential services to people who often exist on the margins of society. Estimates suggest there are around 1,700 voluntary organisations working in criminal justice, delivering a wide range of support services, including resettlement support, advocacy, housing advice, mental health service and arts-based provision to name but a few examples.

Clinks' annual State of the Sector research demonstrates the successes and challenges voluntary organisations have had in delivering services in the CJS. Despite the fact that there are a number of deep-rooted and systematic challenges facing organisations including a rise in service user need and number, struggling to achieve full cost recovery on contracts, and a reduction in grant funding, which is essential for small, community based organisations. The Covid-19 pandemic is exacerbating these already acute challenges for the sector and organisations are putting themselves under considerable pressure in maintaining their long-term sustainability as they continue to work to provide their services.

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Department for Digital, Culture, Media and Sport Select Committee inquiry into the impact of Covid-19 on the charity sector

October 2020

CLINKS RESPONSE

The Justice Committee inquiry on the future of the probation service

About Clinks

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Clinks manages the National Criminal Justice Arts Alliance, a national network of over 800 artists, arts organisations and criminal justice practitioners using creative approaches to reduce reoffending. We also support a network of women's centres and specialist women's services working in the CJS.

Clinks also chairs and coordinates the Reducing Reoffending Third Sector Advisory Group (RR3), a formal voluntary sector advisory group to the Ministry of Justice (MoJ) and HM Prison and Probation Service (HMPPS), consisting of 17 senior voluntary sector leaders. This RR3 has set up a special interest group (SIG) on probation, to provide a formal avenue to channel voluntary sector advice to HMPPS, ahead of the planned implementation of the new probation model.

About this response

We welcome the opportunity to respond to this inquiry and particularly welcome the committee's clear interest in the experiences and views of the voluntary sector. This response brings together a rich body of existing evidence, including our extensive work over the past few years to both monitor the impact of Transforming Rehabilitation and to influence the new model of probation.

Following publication of our Two/Fit research we were invited by the MoJ to sign a memorandum of understanding to work with them to monitor the impact of changes to probation so that we were best placed to advise on engagement with the voluntary

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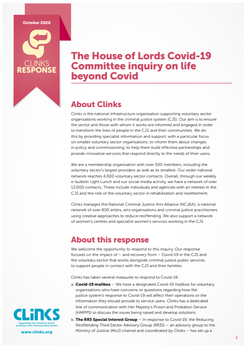
The Justice Select Committee Inquiry into the future of probation services


October 2020

CLINKS RESPONSE

The House of Lords Covid-19 Committee inquiry on life beyond Covid

About Clinks

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About this response

We welcome the opportunity to respond to this inquiry. Our response focuses on the impact of – and recovery from – Covid-19 in the CJS and the voluntary sector that works alongside criminal justice services to support people in contact with the CJS and their families.

Clinks has taken several measures to respond to Covid-19:

a. **Covid-19 mailbox** – We have a designated Covid-19 mailbox for voluntary organisations who have concerns or questions regarding how the justice system's response to Covid-19 will affect their operations or the information they should provide to service users. Clinks has a dedicated line of communication with Her Majesty's Prison and Probation Service (HMPPS) and the Ministry of Justice (MoJ) to raise these issues.

b. **The RR3 Special Interest Group** – In response to Covid-19, the Reducing Reoffending Third Sector Advisory Group (RR3) – an advisory group to the Ministry of Justice (MoJ) chaired and coordinated by Clinks – has set up a

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House of Lords inquiry into the impact of life beyond the Covid-19 pandemic

14

We responded to **14 government consultations**

Shone a spotlight on women's specialist services

We continued to be members of the Ministry of Justice's Advisory Board for Female Offenders, advising on the implementation of the Female Offender Strategy. Alongside other voluntary sector members of the board we wrote to the prisons and probation minister to raise our concerns about the planned addition of 500 prison places for women. We also raised concern regarding the lack of diversity in the membership of the board, in particular with regards to representation from people with lived experience of the criminal justice system and from organisations led by and focussed on racially minoritised people. This resulted in the Ministry of Justice committing to refreshing the membership. We provided comment on the development of the Concordat for Female Offenders which was published in January 2021 and facilitated two consultation events with our members to inform the development of the Residential Women's Centres. Both events had over 100 delegates, demonstrating the interest from voluntary organisations in this programme of work.

Spoke up for racial equality

As part of our continuing efforts to realise our ambition to become an antiracist organisation, we reviewed the language we use when talking about race and racism to ensure that it challenges – and doesn't reinforce – racist policies, ideas and structures. Through the year we worked closely with leaders across the voluntary sector from organisations led by, and focussed on, racially minoritised people, our trustees and staff team, to inform this work.

As a member of the HMPPS external advice and scrutiny panel we fed into the development of the HMPPS Race Action Plan and consistently called for focus to remain on improving outcomes for racially minoritised people in prison and under probation supervision alongside addressing equality and diversity within the HMPPS workforce. We have highlighted that actions taken in response to the Lammy Review recommendations haven't necessarily led to a change in outcomes and that it is therefore vital that MoJ/ HMPPS continue to review policy and practice until there is positive change.

Clinks member RSVP

Alongside our partners, we highlighted that the Police, Crime, Sentencing and Courts Bill will further entrench race inequality in the criminal justice system. Working with Agenda, Barrow Cadbury Trust, the Criminal Justice Alliance, EQUAL, Leaders Unlocked, the Prison Reform Trust, Race on the Agenda, the Alliance for Youth Justice and the Zahid Mubarek Trust, we coordinated an open letter, parliamentary briefing, petition and social media campaign. We called for the government to withdraw the elements of the Bill it concedes will increase racial inequality.

Next year we will

- Continue to focus our advocacy work on the needs and experiences of organisations providing specialist services, including those working with racially minoritised people and women.
- Launch a research project to track the voluntary sector's experience of the probation reform programme.
- Launch our State of the sector research to understand how the voluntary sector is faring as we come out of the pandemic. This work was paused in 2020-2021 as we focused on the voluntary sector's experiences of the pandemic.
- Collaboratively develop our policy messages with and alongside the voluntary sector to ensure our influencing is grounded in evidence, centred on the experience of organisations, and the sector is better able to speak with a unified voice.
- Deliver a new policy influencing training programme to support voluntary organisations to have a stronger voice and use their knowledge and expertise to effect change.
- Announce the changes we plan to make in our language when talking about race and racism. We will no longer use the term Black, Asian and minority ethnic, or its acronym BAME, and we will commit to explicitly making the links between structural racism and specific racist policies and outcomes.
- There remain ongoing challenges in the complexity of the process for qualifying onto the probation Dynamic Framework and the lack of grants that mean small, local and specialist organisations are not as involved as we would like to see. We will continue to work with the Probation Service, HM Prison and Probation Service and Ministry of Justice to advocate for grants, encourage engagement with the voluntary sector and improve the commissioning process to enable the full vibrancy of our sector to be drawn upon in supporting people under probation supervision.

Clinks AGM 2019

Strategic objective 4

Identify solutions

Clinks identifies challenges and opportunities facing the voluntary sector and its service users, and works together to find and implement solutions.

By 2022 we will work with the sector to identify emerging issues and provide effective responses. We will champion coproduction, women specific support, effective solutions to multiple and complex needs and reducing the health inequalities of people in the criminal justice system. We will advocate for the value and the specific needs of organisations working in prisons and for small and specialist organisations to be funded to do the work best suited to their skills and ways of working.

Clinks AGM 2018

Our achievements

Grants programmes to support organisations during the pandemic

In the early stages of the pandemic it became clear that its impact would mean some organisations would face a financial 'cliff edge' over the summer. We quickly set up the Covid-19 small grants programme to provide organisations access to funding on behalf of the Ministry of Justice/Her Majesty's Prison and Probation Service, with some additional funding from Paul Hamlyn Foundation.

Voluntary organisations working in the criminal justice system were facing a financial crisis and Ministry of Justice/Her Majesty's Prison and Probation Service was offering financial support to them if Clinks managed the programme. There was no guarantee that this funding would be available if Clinks didn't do this, which was key to our decision to do so.

£463,500

Across **90 grants** given in the summer and winter grants programmes.
86 funded by Ministry of Justice, four by Paul Hamlyn Foundation.

Clinks AGM 2019

A wide range of services were delivered by grant recipients, including:

- Befriending/mentoring services
- Holistic support for individuals with multiple and complex needs
- Signposting services
- Practical support with accessing benefits or services
- Practical support with finding employment or accommodation
- Accommodation support
- Drug/alcohol support
- Education/training
- Arts and other non-therapeutic activities
- Personal development
- Mental health support
- Support involving service users' families
- Physical activities.

Examples of how the Covid-19 response grants were used

In custody
New Bridge Foundation's Befriending Service sent out over 2,000 letters and cards and introduced phone befriending for the first time.

> **"To receive my letters and visits from my befriender really is life changing for me. I no longer feel isolated, alone or that nobody cares. I've never been judged, and my past mistakes have never been raised unless by me. Receiving letters has made me feel 'normal' and connected and that I have someone who cares."**

Through the gate
StandOut's Helpline service received 1173 calls from prisoners leaving HMP Wandsworth and HMP Pentonville between May-October 2020, and supported 99 men to access basic needs such as accommodation, bank accounts, benefits, emergency grants and food bank vouchers. Many of the men were at a crisis point, particularly in August when Homelessness Prevention Team provision came to an end.

After spending six nights sleeping in a park following release from prison, 'Harry', aged 24, reached out to the StandOut Helpline in crisis – he was dirty, itchy and had no money for warm clothing. Coaches liaised with his probation officer and provided Henry with a grant for a one-night emergency stay in a hotel so that he could shower, have a good night's sleep and a cooked meal. StandOut then liaised with Streetlink to arrange a visit from their Outreach team. Harry has now been supported to find more permanent accommodation.

In the community
Tomorrow's Women Wirral provided wellbeing packs to women in the community, including food and toiletries. They also engaged a number of service users who had previously been reluctant to attend groups through remote one-to-one work in areas such as domestic abuse.

> **"You wonderful support workers are life savers. I cannot thank you enough, the domestic abuse course helped me massively during lockdown. Your training helped me recognise a narcissistic predator before it was too late. For that I am eternally grateful."**

Established a race and justice network

Covid-19 has had a devastating impact on racially minoritised communities. In mid-2020, we had exploratory discussions with a number of organisations we have open and honest relationships with that are led by and focused on racially minoritised people. This allowed us to develop a programme which included the consultancy support described above, as well as establishing a dedicated race and justice network. To support this development we added a portal through which to find specialist voluntary race and justice organisations on our Directory.

In February 2020 we recruited a Race and Justice Coordinator who has worked alongside the consultancy programme and those organisations involved in it, whilst engaging with a broader set of organisations. The network is in its early stages of development, with individual discussions with the majority of the 60 or so organisations within scope. The first network meetings are planned for June 2021. The early signs are that the network is already proving valuable to these organisations.

Developed a network of organisations working with women

We have continued to develop our understanding of, and provide support for, specialist organisations who work with women. The network has around 55 active members with 35 being women-specific organisations.

Following a review of how the network operates and a survey to identify priorities, we secured funding for a specific capacity building programme. The aim was to strengthen leadership and build skills and knowledge in specialist organisations working with women. We developed emerging leaders through a coaching and mentoring scheme and provided expert seminars and training courses. We ran training courses on fundraising and impact, and webinars on topics including involving service users in co-production, lived experience leadership and feminist leadership. The latter was especially valued and we ran it twice to meet demand.

In response to survey findings about how best to support specialist organisations that work with women, we re-launched the women's network and opened up participation to practitioners and volunteers. We moved quarterly national network meetings online and covered themes including:

- Probation commissioning through the Dynamic Framework
- Exploring race and racism and developing antiracist practice
- Mental health in the pandemic
- Strengthening voice and influence in the women's sector.

We brought together women's leads in prisons, probation and police with women-specific voluntary organisations in their areas so that women could be offered extra support in the pandemic. These regional meetings resulted in mapping of services which HMPPS included as part of a package of information handed to women leaving prison during lockdown.

Clinks member RSVP

Intelligence gathered about these organisations' needs during the year helped us provide advocacy and support. The major area of need was the probation commissioning process and we attended weekly meetings convened by a group of small organisations to understand the challenges they faced in qualifying on the Dynamic Framework and tendering for contracts. Where needed, we raised issues with officials and advocated for solutions to problems.

Promoted, supported and represented families organisations

Voluntary sector organisations that provide family support in prisons – and delivering services through the family and significant others service contract – have had a particularly difficult year as a result of the pandemic. It became clear in the early stages of lockdown that many providers relied significantly on so-called 'tea bar' income to support the financial viability of their services.

We secured funding to support these organisations during this period. We took part in fortnightly calls set up by HMPPS so that they could maintain regular contact with the families organisations who currently hold the contracts to provide family services in prison settings. We also provided support ahead of an upcoming re-commissioning process which was originally expected in Autumn 2021. After liaising with families organisations, it became clear that the next commissioning round should be delayed and we were pleased that the existing contracts were extended for a further year.

Supported effective service user involvement

Clinks continued to run service user involvement managers network events. We brought organisations together to discuss: an introduction to service user involvement, diversity in service user involvement, and service user involvement during Covid-19. This year, we had six different Clinks member organisations and people with lived experience of the criminal justice system present at our events, who work on issues ranging from prison reform, older people in the criminal justice system, Muslim people in the criminal justice system, mentoring and training, and multiple disadvantage. Attendees learnt from organisations who embed service user involvement in their work in different ways, and explored successes, barriers, and challenges.

The events showcased the innovative ways some organisations are embedding service user involvement in the design and delivery of their services, and built the capacity of others to do so.

Clinks' membership of the HMPPS service user advisory group continued. We met with other voluntary sector organisations and officials from HMPPS to discuss policy and practice relating to service user involvement. We have been engaged in ongoing discussions around the language surrounding 'service user involvement' and advertised procurement opportunities.

Making every adult matter

Alongside Homeless Link and Mind, Clinks is a founding member of the Making Every Adult Matter (MEAM) coalition. Our MEAM Partnership Managers in the South West and North East have continued to support and develop local areas, working in Bristol, Plymouth, Cornwall, Exeter, Sunderland, Redcar and Cleveland. They work with these areas to adopt the MEAM Approach to better meet the needs of, and improve outcomes for, adults facing multiple disadvantage, through better partnership and cross-sector working to advocate for wider systems change.

During this last year three new areas have joined the MEAM Network (Durham, Middlesbrough and North Devon) to develop approaches to supporting women with multiple disadvantage, area-based approaches to bringing about system change and supporting people to move from emergency services to planned interventions.

A new funding stream entitled Changing Futures was launched in 2019 and, in response, MEAM provided significant support to areas to submit partnership bids. In 2020-21, our South West MEAM Partnerships Manager supported the set-up of a coalition as part of the Changing Futures bid and worked with the steering group to write a bid alongside the North Devon and Exeter leads. She is a part of a core systems change group with the Clinical Commissioning Group and the MEAM leads which have formed into the Systems Change Action Alliance. This is a cross-sector partnership focusing on creating trauma-informed systems change.

Supported and promoted the arts in criminal justice

From March 2020, due to the pandemic, the focus of the National Criminal Justice Arts Alliance (NCJAA) pivoted to promoting ongoing arts activities under restricted prison regimes and promoting practical information on how to continue provision of in-cell activities to our network and to HMPPS staff. In partnership with the Arts Forum,* we led on the development of a new guide for prison staff which contains practical guidance and case studies of how to enable creativity in a restricted regime.

In early 2021 we supported arts practitioners in criminal justice settings through our professional development bursary scheme. This enabled 17 recipients to complete a range of professional development activities including training courses and shadowing prison work practice.

In response to calls for ways to keep people across the sector connected, we launched a series of online network hangouts as a space for those working in arts and criminal justice to connect and share good practice around adapting work for Covid-19 restrictions. Feedback was that attendees came away from events with a sense of hope, renewed connection, and inspiration around ways to continue working through the pandemic.

We carried out a review of the future governance and management arrangements of the National Criminal Justice Arts Alliance. This looked at the best way forward in both the interests of Clinks as a whole and the Alliance embedded in Clinks with its own vision and aims. It was clear that the Alliance is held in high regard, its success welcomed, and its future success hoped for by all. Changes to the governance arrangements are due to be agreed and implemented in early summer 2021, alongside the recruitment of a new NCJAA manager. The current terms of reference will be replaced with a new system for governance and management which will align better with Clinks' other governance and management processes. A new Advisory Board for NCJAA will be established with its own terms of reference, with an independent chair.

* Chaired by Her Majesty's Prison and Probation Service, the Arts Forum provides a vital link between the government, policy-makers and the arts in criminal justice sector

> "I learned so much about the criminal justice system. I never had experience before but this was a great jumping-off point!"

> "[I'll go away with] a realistic view of how the arts can positively impact people who have been in the criminal justice system."

> "So pleased to have been able to attend, as geographically, being in Devon, this has previously been challenging."

From attendees at The Anne Peaker lecture, with author Lemn Sissay as keynote speaker

Clinks AGM 2018

National Criminal Justice Arts Alliance

Influenced health and justice initiatives

In response to the Covid-19 pandemic we convened meetings of our health and justice network, an informal network for all voluntary sector organisations who deliver health and care services to people in contact with the criminal justice system. We gathered intelligence from our members on the continuing impact of the pandemic on organisations' service delivery and service users, as well as concerns around sustainability and contract requirements. Concerns were fed back to the NHS England Health and Justice team, and key information from this team disseminated to voluntary organisations. This included updates on vaccinations in prisons and how the health needs of people in contact with the criminal justice system were being met during Covid-19.

We became members of the RECONNECT: Care after Custody programme project board, representing the voluntary sector in the continuing roll-out of this programme across the country. We conducted three Community Sentence Treatment Requirements (CSTR) site visits to understand the role of the voluntary sector in the CSTR programme, how the sites function and the benefits of the programme.

Through our membership of the VCSE Health and Wellbeing Alliance we were able to form partnerships with two member organisations – Birth Companions and Recoop – to undertake work that amplified their efforts to highlight the specific needs of the people they work with – pregnant women and recent mothers, and older people in the criminal justice system. Reports from both these pieces of work will be published in 2021.

VCSE health & wellbeing alliance

Provided access to evidence

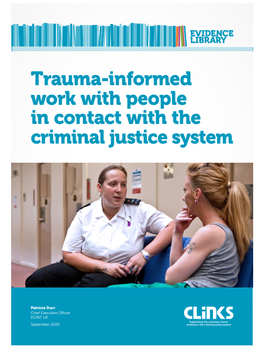
In 2020-2021 we began publishing an online evidence base for the voluntary sector working in the criminal justice system. This series of articles aims to develop a far-reaching and accessible evidence base covering the most common types of activity undertaken within the criminal justice system. It aims to increase the extent to which the voluntary sector bases its services on the available evidence base, and encourage commissioners to award contracts to organisations delivering an evidence-based approach. Each article is written by a leading academic with particular expertise on the topic in question. The topics are selected by Clinks' members as areas of priority interest. The three articles published this year were:

Community empowerment approaches: The key to overcoming institutionalised racism in work with black, Asian and minority ethnic people in contact with the criminal justice system

by Patrick Williams, Senior lecturer at Manchester Metropolitan University

A bolder cost-benefit approach to capture the contribution of the voluntary sector in criminal justice

by Dr Mary Corcoran, Reader and Director of Postgraduate programmes in Criminology at Keele University



Trauma-informed work with people in contact with the criminal justice system

by Patricia Durr, former Director of Operations at One Small Thing

Ensuring financial sustainability

We worked closely with funders, including the Association of Charitable Funders Criminal Justice Network and Livery Companies through the Lord Mayor of the City of London, to keep them informed of the impact of Covid-19 on the sector and the development of the new probation model and the sector's experience of the commissioning process. We facilitated two roundtables between HMPPS and charitable trusts and foundations to explore opportunities for strategic relationships and collaborative working to better enable the voluntary sector to meet the needs of people in contact with the criminal justice system.

112
funding opportunities
publicised

Next year we will

- Develop the race and justice network, providing dedicated support to organisations led by and focused on racially minoritised people. Create opportunities for these organisations to amplify their work and push for racial equality in the criminal justice system.
- Prioritise securing dedicated funding to resource the women's network into the future.
- Focus on supporting the commissioning of good quality family services, including the re-commissioning of family service contracts in 2022. There is an opportunity to ensure that the procurement process and new contracts reflect Lord Farmer's recommendations, build on the practice, policy and guidance that has subsequently been developed, and provide sufficient resource to enable family work to be sustained and embedded.
- Promote and support good practice in service user involvement in the context of the forthcoming inquest findings from the tragic events at Fishmongers Hall in 2020.
- Recruit a new manager for the NCJAA, transition to the new arrangements for how the Alliance is embedded within Clinks, and prioritise the development of a future work plan for the Alliance that will enable it to build on its strong track record.
- Continue to support the South West and North East to adopt the MEAM Approach to better meet the needs of, and improve outcomes for, adults facing multiple disadvantage.
- Launch a new programme of work as a member of the VCSE Health and Wellbeing Alliance, aiming to increase our collaboration with the sector, bring its voice and the voice of people with lived experience into national policy making, and promote equality and reduce health inequalities.
- Support the sector to connect and engage with evidence library publications by hosting events with the authors.
- Ensure funders and commissioners are informed of sector developments, including the impact of Covid-19, and seek to widen the range of funders interested in the criminal justice system through building and maintaining relationships with existing and new funders.

Strategic objective 5

Effective and efficient

Clinks is effective, efficient and professional in our work and operations. Ensuring we have the systems, resources and processes to achieve maximum impact.

By 2022 we will grow our membership and the number of paid and voluntary practitioners we have regular contact with. We will be effective users of digital technology to reach and support small and specialist organisations that have limited resources. We will retain a valued core staff team with the skills and expertise to meet the needs of our sector. We will continue to generate income in a way that supports our core functions without compromise.

Clinks conference 2019

Our achievements

In 2020-21 we supported the Board of Trustees and Chair to understand the impact of Covid-19 on Clinks and our ability to deliver on our objectives and work effectively in this context. We worked closely with the board to make the necessary changes in response to the challenges presented by the pandemic.

To do this we utilised our research on the impact of Covid-19 on voluntary organisations working in the criminal justice system and carefully considered the changing needs of our beneficiaries. We adjusted our offer accordingly, including making greater use of digital technology and offering free membership.

We worked to understand the impact of the pandemic on the staff team and adjusted our working practice to enable us to continue to deliver high quality services to meet the needs of the sector alongside supporting staff wellbeing. This included moving all staff to work from home and introducing weekly online staff briefings, virtual team meetings, and informal catch ups to ensure information exchange and cross-team working.

During the year we co-opted two trustees to the board and appointed a Governance and Executive Manager to support all trustees and the senior management team.

657
members at 31 March 2021

181
members received **free membership**

Offered free membership

The pandemic has had a massive financial impact on the voluntary sector working in criminal justice and our members. We made the decision to offer all voluntary organisations free membership for the year. Smaller organisations with under £100,000 income won't pay membership fees until April 2023 – thanks partly to funding from the Garfield Weston Foundation.

Developed funder relationships and raised funding

We have continued to build and maintain positive and trusted relationships with our funders and we appreciate the flexible approach they have taken during the pandemic.

We reviewed our income generation strategy and, in the context of demands on both funders and the sector, made sure we did not apply for funds better suited to small and specialist organisations who need them most.

This year we were able to secure additional investment, including from:

- Garfield Weston Foundation, towards our core work which allowed us to offer free membership
- Porticus, for our support for the Prison Pathways programme
- The Tudor Trust, towards our work supporting families organisations
- HMPPS, to ensure that voluntary organisations could benefit from two grants programmes, and consultancy support for organisations led by and focused on racially minoritised people.

Embedded our new organisational structure

Over the year we worked to embed our new organisational structure, creating a new senior leadership group. The new structure means our CEO and new Director roles work alongside our board on specific strategic areas and objectives. Staff teams now form clear directorates supported by the directors.

Our Influence and Communications directorate is responsible for our work to promote, represent and advocate for the voluntary sector working in criminal justice. Our Support and Development directorate is responsible for supporting voluntary organisations in the voluntary sector and identifying challenges and opportunities facing the sector and working to find solutions. Our Corporate Services directorate is responsible for ensuring we are efficient, effective and professional in our work and have the resources, systems and processes to achieve maximum impact.

Adjusted our recruitment processes

We rapidly adjusted our recruitment and induction process in response to the restrictions imposed as a result of Covid-19. We have:

- Recruited and inducted 14 people new to Clinks
- Inducted one person returning from over one year's maternity leave
- Recruited and inducted three people into new internal positions within Clinks
- Managed the exit of six staff members.

Due to an increase in staff numbers, and increased recruitment activity, we have improved and streamlined our virtual recruitment processes. In response to staff and candidates working remotely we have utilised video conference technology during both recruitment and induction. To facilitate a welcoming environment for new starters, and to help support colleagues to build strong relationships, our virtual inductions to train staff in our processes and systems were carried out in pairs and with teams. We continue to prioritise diversity and equality in our recruitment processes and during the year we undertook equalities monitoring surveys with both existing and prospective staff so that we can assess our impact in this area.

Worked on our culture and to become an antiracist organisation

In the context of our restructure we have also worked on our organisational culture with an external consultant guiding us through the process. Paired coaching sessions have supported staff in their work and development and work has begun to promote cross team working and identify areas which need focus and improvement.

Clinks conference 2019

In 2020 following the murder of George Floyd in the US, a spotlight was rightly shone on racism and discrimination across the world. In August we announced our aspiration to make Clinks a truly antiracist organisation in all we say and do, and how we operate internally and externally. Our work towards this is ongoing. We have a working group made up of staff and trustees to take this activity forwards and have identified and are working on activities across all of our strategic objectives to be undertaken towards this aspiration.

Next year we will

- Continue to be a strong and well run organisation, with access to resources to meet emerging needs in an impactful way.
- Ensure we are transparent and open so that organisations can see the benefit of working with Clinks.
- Offer fair and equal opportunities for organisations who supply services to Clinks and support Clinks with partnership working and professional support.
- Support our antiracist Clinks working party to Identify needs for staff training in key areas.
- Seek out multi-year core funding from existing and new funders. Look to diversify our income streams by engaging with corporate partners and high net-worth individuals to discuss partnership working.
- Continue to professionalise our fundraising activities using more efficient systems and processes to collate information.
- Ensure we understand our own impact and how to measure it, looking at what we do and what we can achieve.
- Grow our membership and the number of paid and voluntary practitioners we have regular contact with.
- Replicate support provided to networks and staffed areas to extend the offer across Clinks' membership through the use of digital support.
- Retain a valued core team with the skills and expertise to meet the needs of our sector.
- Model excellent working practices.

Clinks conference 2019

Financial review

Clinks AGM 2019

The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP) applicable to charities preparing their accounts in accordance with FRS 102.

Financial review

With regard to financial planning for the 2020-21 year, Clinks' unrestricted reserves were reduced further in accordance with the provisions set out in our revised reserves policy (which is detailed under Reserves and Going Concern) from £432,005 to £424,700 (excluding designated funds of £29,113). There is a carry-over of £21,406 in restricted income due to restrictions imposed by Covid-19 curbing face-to-face activity and travel.

Trustees gave permission to invest £100,000 (over two financial years, 2019-20 and 2020-21) of our free reserves to develop our work with women, following the integration of Women's Breakout. This investment continues and will bring welcome additional capacity to build on our influencing work and further develop our network. Looking ahead, we now aim to secure funding from other sources to continue the success of this work.

Additional and unplanned resource was secured from both current and new funders as we diverted planned activity for the 2020-21 year to a direct Covid-19 response. We tried to ease some of the financial and logistical hardship that the voluntary sector working in the criminal justice system was feeling.

We were able to waive all membership fees and deliver free online events, roundtables and webinars for all Clinks members.

Funded primarily by HMPPS, a Summer and Winter Covid-19 Response Grants programme was designed, developed and executed. This allowed much needed unrestricted income to be injected into the sector as it responded to the restrictions imposed by Covid-19.

We provided support and resource for voluntary organisations working with families in the criminal justice system, including advocating for further investment in family services and appropriate procurement processes as part of the future commissioning of these contracts.

There was additional dedicated resource to support our work around the development of the future model for probation. The probation reforms presented potential to provide a significant role for the voluntary sector and to maximise this opportunity for the sector, support was needed to ensure that the sector was able to engage with this and that challenges and barriers were identified and highlighted.

The Race and Justice Network was introduced to support organisations led by, and focused on, racially minoritised people to facilitate better engagement with the criminal justice system.

Commissioned professional advice was sought on behalf of the sector from a variety of sector specialists in response to the uncertainties that arose from Covid-19 during the evolving environment throughout the year.

We acknowledge the vital support of our long-standing and new funders which enables the fulfilment of our strategic objectives to support the voluntary sector working in criminal justice and to implement our ambitious strategy for next year. This funding allows Clinks to create positive change for people in the criminal justice system by supporting a vibrant and resilient voluntary sector and working with our members to influence policy and practice across England and Wales.

Principal risks and uncertainties

We have continued to improve our governance by further developing the work of the Finance and Human Resources Committee – Headed by Simon Alsop, Treasurer – including appointing new members to the committee alongside existing members who have wide reaching skills and disciplines in charity business development. The committee has supported the board in the overall management and monitoring of finance and staffing matters in Clinks by providing an appropriate level of scrutiny of the finances, HR policies and practices of Clinks prior to making recommendations on these matters to the trustees for their decision.

Clinks' trustees acknowledge their responsibility for identifying and managing the risks to which the charity is exposed. Quarterly reviews of the risk register ensure that the trustees are well informed to arrive at a set of parameters and decisions for the amount of risk they consider to be acceptable. The trustees continue to review and question the reserves policy to establish and agree an appropriate level of reserves. With this information the trustees can make informed choices about the strategic proposals put forward by the executive.

The principal risk, which continues to cause uncertainty for Clinks, is its reliance on an infrastructure grant from the Ministry of Justice which has historically provided in excess of a third of our income.

Looking back over the year and the impact the pandemic has had on the voluntary sector, and more specifically in the field of criminal justice, we understand that the impact Covid-19 has had on investments and portfolios will be felt for a significant period while investments slowly recover and the demand for funding is greater than ever. Voluntary organisations working in the criminal justice system currently struggle with the inability to cover core costs. Voluntary sector investment portfolios have suffered from the fall of the stock market and some charities have little or no financial reserves. Therefore, the need for a deliberately cautious approach to spending and preservation of Clinks' reserves is paramount to ensure financial stability in the approaching times of austerity.

Recent years have been characterised by large scale changes in the criminal justice policy and operating environment which have provided opportunities as well as challenges for voluntary organisations working in criminal justice.

There are risks that our influencing activity and work alongside criminal justice agencies lose impact as policy priorities and emphasis change and we are required to adjust direction in order to provide a responsive and reactive programme of support to the sector.

In our work as a critical friend to the government to influence key policy areas and service development, there is risk that we are perceived as not providing sufficient challenge to the government as some in the sector may wish us to do.

In such a time of change there is a risk that Clinks' dedicated staff team and limited resources will be overburdened. In turn our work to respond to this change may create pressure on the time and resources of the smaller specialist organisations.

Reserves policy and going concern

Trustees and the Finance and Human Resources Committee continue to assess Clinks' approach to risk and our need for reserves. To establish the appropriate level of reserves in March 2021 we adopted the same methods of calculations to consider how Clinks could continue to operate in the event of a critical loss of funding as we feel that this is where we are most at risk and most vulnerable.

If this were to occur we believe that our work is essential to the sector and that there is a longer term need for Clinks' support. Our operating reserves would need to allow us to continue to operate, albeit potentially with a reduced offer and a reduced staffing team.

On that basis, the trustees agreed on a deliberately prudent approach to risk and this is the foundation on which specific scenarios have been fully costed to ensure Clinks has a margin of safety.

Clinks' business model means that income and expenditure can be forecast with reasonable accuracy. However, due to the turbulence of voluntary sector funding; uncertainty of external factors; potential delays or cessation of previously relied-upon income streams and the potential impact of Covid 19 on both the sector and investments and portfolios, the trustees feel that an operating reserve needs to be introduced to provide a core service plus the cost of an orderly wind-down of operations under the most extreme scenario.

Therefore, the reserves level Clinks needs to hold is based on the scenario in which Clinks was faced with a critical loss of funding, making the continuation of the current model untenable, but in which the board wished to continue to provide core services to the sector.

An operating reserve was costed based on a transition period with a core team to allow Clinks to re-assess and plan an alternative direction and, therefore, alternative income streams. This core staff approach would achieve maximum reach and value, until such times that financial security could be restored and a restructure and rebuild plan could be devised and executed.

Based on the recent trend of expenditure levels, the minimum amount required to execute the above is £469,709. Clinks free reserves at 31 March 2021 are £453,813.

Forecasting suggests that we would need a minimum of six months to allow Clinks the time to explore new strategies and income streams to rebuild. Should this approach be adopted, and reserves used, consideration has to be given to replenish depleted funds used in the restructure.

Caution and vigilance are paramount whilst operating at the lower levels of reserves, so that a decrease in funding or unplanned/increased expenditure (other than natural inflation or planned additional expenditure due to growth and expansion) can be weathered. Holding enough free reserves is essential should climate, attitude or policy alter substantially enough and force a position of financial hardship. Therefore a slight up-lift of 5% is included within these costings to give a smoothing effect to funding troughs.

Clinks will continue to monitor this position and a review will be undertaken in March 2022 to determine Clinks' appropriate level of reserves in relation to functionality.

Statement on fundraising practices

Clinks holds fundraising targets for charitable trusts and statutory sources. We do not fundraise from the general public. We do occasionally ask for donations from our members by email but never through telephone or face-to-face appeals. We do occasionally use professional fundraisers to provide additional capacity for writing funding applications. Clinks keeps abreast of applicable fundraising regulation and compliance codes. We have never received a complaint for our fundraising activities.

Structure, governance and management

Clinks is governed by a Board of Trustees, which consists of at least eight members elected by members of the charity and up to four other people who may be co-opted by the Board of Trustees. The Board of Trustees co-opts additional members to ensure a diverse board with the right mix of skills and experience.

Clinks has a Finance and Human Resources (HR) committee which meets quarterly to discuss key finance and HR issues and reports back to the Board of Trustees. It is chaired by the Treasurer. Clinks' business model now has expertise in-house for business functions such as Finance, HR and fundraising, overseen by the CEO with expertise added by Clinks' Treasurer. For any arising complex HR issues we benefit from the services of a highly experienced HR consultant who, in addition to advising the CEO, occasionally attends the Finance and HR Committee meetings to offer support and expertise to trustees.

The organisation is a charitable company limited by guarantee, incorporated on 12 May 1998 and registered as a charity on March 5 1999.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All trustees give their time voluntarily and receive no benefits from the charity. Expenses reclaimed from the charity are set out in note 8 to the accounts.

A scheme of delegation from the Board of Trustees to the Chief Executive, and close co-operation of sub-committees, allows appropriate decision-making between formal meetings.

Appointment of trustees

Clinks benefits from an extremely experienced Chair in terms of both criminal justice expertise and experience of being a chair of the board. Roma Hooper (OBE) understands the role and contribution of the voluntary sector working with people in the criminal justice system and their families and can also help Clinks to broaden our reach and connections across the wider statutory, private and voluntary sectors so we can better support and represent the sector's needs.

A full review of the trustee recruitment journey and development has started with planned recruitment due in late spring of 2021 to identify potential new trustees in a variety of different ways, including publicising vacancies through Clinks communications channels, and a wider audience of stakeholders and the exploration of trustee recruitment platforms. We carry out regular skills audits to identify what skills gaps there might be and we are committed to improving the diversity of the board with a focus on ensuring we are able to avail ourselves of the skills and expertise offered by people with lived experience of the criminal justice system and racially minoritised people.

Trustee induction and training

New trustees are given a copy of the Clinks Trustee Handbook, which includes a range of key documents, including the articles of association, recent accounts, the business plan and minutes of previous meetings. The new trustees meet with the Chief Executive Officer and key staff to discuss the role and priorities.

Depending on their existing experience and current role, trustees are encouraged to attend seminars and other training events provided by our Auditors and the Charity Finance Group. Presentations are made at trustee meetings to provide insight into the work of Clinks and our members.

Remuneration policy for key management personnel

Clinks aims to have a reward strategy which attracts, rewards and retains staff. The salaries and benefits Clinks offers to its staff, including to the senior management team and chief executive are intended to be:

- Internally as equitable as possible, and transparent as possible and understood by staff
- Market relevant but not market driven
- Cost effective and affordable.

Clinks aims to pay a starting salary at the median for relevant comparators, subject to affordability.

Starting salary and increments

Posts are advertised at the base rate, with one increment awarded after one year's service and after five years' service.

Clinks' salaries are informed by the NJC salary scale and Clinks will aim to implement their cost of living award annually (subject to affordability).

The Finance and HR committee oversee the salary policy.

Statement of responsibilities of the trustees

The trustees (who are also directors of Clinks 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 and statements of recommended practice 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 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. They 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.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- 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 corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2021 was eight (in 2020 it was nine). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 5 November 2021 and signed on their behalf by Simon Alsop, Treasurer.

Independent auditor's report

Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2021 and of its 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 charitable 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 Clinks' 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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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, 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 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 charitable 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 the 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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the audit committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit
- We reviewed any reports made to regulators
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)
5 November 2021
for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Financial statements

Statement of financial activities
(incorporating an income and expenditure account)

		2021			2020		
		Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	Note	£	£	**£**	£	£	£
Income from:							
Charitable activities Support, representation and promotion	2	464,424	1,681,290	**2,145,714**	317,869	1,034,796	1,352,665
Other trading activities	3	51,599	100	**51,699**	100,489	7,072	107,561
Interest	4	-	-	**-**	-	-	-
Total income		516,023	1,681,390	**2,197,413**	418,358	1,041,868	1,460,226
Expenditure on:							
Charitable activities Support, representation and promotion	5a	573,277	1,701,810	**2,275,087**	505,434	1,060,420	1,565,854
Total expenditure		573,277	1,701,810	**2,275,087**	505,434	1,060,420	1,565,854
Net (expenditure) / income for the year	7	(57,254)	(20,420)	**(77,674)**	(87,076)	(18,552)	(105,628)
Transfers between funds		1,033	(1,033)	**-**	(8,348)	8,348	-
Net movement in funds		(56,221)	(21,453)	**(77,674)**	(95,424)	(10,204)	(105,628)
Reconciliation of funds:							
Total funds brought forward		510,034	42,859	**552,893**	605,458	53,063	658,521
Total funds carried forward		453,813	21,406	**475,219**	510,034	42,859	552,893

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

Balance sheet
as at 31 March 2021

		2021		2020	
	Note	£	**£**	£	£
Fixed assets:					
Tangible assets	12		**18,394**		9,202
Current assets:					
Debtors	13	39,521		267,704	
Short term deposit		297,903		297,971	
Cash at bank and in hand		343,371		330,003	
		680,795		895,678	
Liabilities:					
Creditors: amounts falling due within one year	14	223,970		351,986	
Net current assets			**456,825**		543,691
Total net assets			**475,219**		552,893
The funds of the charity:	18a				
Restricted income funds		-	**21,406**		42,859
Unrestricted income funds:					
General funds		424,700		432,005	
Designated funds		29,113		78,029	
Total unrestricted funds			**453,813**		510,034
Total charity funds			**475,219**		552,893

Approved by the management committee on 5 November 2021 and signed on its behalf by:
Simon Alsop Treasurer Simon Alsop
Simon Alsop (Nov 5, 2021 12:24 GMT)

Clinks is a registered charity no. 1074546 and a company limited by guarantee, registered in England and Wales no. 3562176.

Statement of cash flows
for the year ended 31 March 2021

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2021	2020
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**(77,674)**	(105,628)
Depreciation charges	**9,612**	5,737
(Increase)/decrease in debtors	**228,179**	(58,140)
Increase/(decrease) in creditors	**(128,016)**	155,948
Net cash provided by / (used in) operating activities	**32,101**	(2,083)

	Note	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities					
Net cash provided by / (used in) operating activities	18		32,101		(2,083)
Cash flows from investing activities:					
Dividends, interest and rents from investments		-		-	
Purchase of fixed assets		(18,804)		(2,520)	
Net cash provided by / (used in) investing activities			(18,804)		(2,520)
Change in cash and cash equivalents in the year			13,297		(4,603)
Cash and cash equivalents at the beginning of the year			627,977		632,580
Cash and cash equivalents at the end of the year	19		641,274		627,977

Notes to the financial statements
for the year ended 31 March 2021

1. Accounting policies

a. Statutory information

Clinks is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is Block C 5th Floor, Tavistock House, Tavistock Square, London WC1H 9JJ.

b. Basis of preparation

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), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015/March 2018) and the Companies Act 2006/Charities Act 2011.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c. Public benefit entity

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

d. Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Clinks has taken a deliberately prudent approach in reserves planning to ensure smoothing over austere and uncertain times.

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.

e. 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 the 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.

f. 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.

g. 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.

h. Expenditure and irrecoverable VAT

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 charitable company 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 delivering services and other activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i. 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, is apportioned based on the estimated staff time attributable to each activity.

- Projects 92%
- Support costs 8%
- Governance costs

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.

j. Operating leases

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

k. Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £150. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Computer 4 years

l. 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.

m. Cash at bank and in hand

Cash at bank and cash 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.

n. 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.

o. Financial instruments

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. Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

p. Pensions

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.

2. Income from charitable activities

	2021			2020		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Grants	464,424	1,681,290	**2,145,714**	317,869	1,034,796	1,352,665
Total income from charitable activities	464,424	1,681,290	**2,145,714**	317,869	1,034,796	1,352,665
Restricted grants consist of:						
Lloyds Bank Foundation for England & Wales	-	92,390	**92,390**	-	25,491	25,491
Woolbeding Charity (Monument Trust)	-	50,000	**50,000**	-	50,000	50,000
Barrow Cadbury Trust	-	50,000	**50,000**	-	52,000	52,000
Ministry of Justice – Infrastructure Grant	-	1,210,000	**1,210,000**	-	550,000	550,000
City Bridge Trust	-	54,000	**54,000**	-	-	-
Ministry of Justice – Women's Capacity Building	-	-	**-**	-	35,000	35,000
Ministry of Justice – 10 Prisons Project	-	-	**-**	-	32,492	32,492
Arts Council England	-	66,196	**66,196**	-	65,000	65,000
Paul Hamlyn Foundation (Inspiring Futures)	-	-	**-**	-	110,000	110,000
Rothschild Foundation	-	21,500	**21,500**	-	28,500	28,500
Cambridge University	-	8,712	**8,712**	-	4,356	4,356
Making Every Adult Matter (MEAM)	-	23,492	**23,492**	-	21,957	21,957
Department of Health and Social Care VCSE Health and Wellbeing Alliance	-	80,000	**80,000**	-	60,000	60,000
Department of Health and Social Care VCSE Health and Wellbeing Alliance – Mental Health Work	-	-	**-**	-	-	-
Greater London Authority – Civil Society Roots Fund	-	25,000	**25,000**	-	-	-
Stiftung Auxilium – Porticus UK	-	-	**-**	-	-	-
Sub-total	-	1,681,290	**1,681,290**	-	1,034,796	1,034,796

3. Income from other trading activities

	2021			2020		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Membership fees	23,301	-	**23,301**	54,884	-	54,884
Associate membership fees	8,130	-	**8,130**	4,500	-	4,500
Consultancy Fees Earned	500	-	**500**	1,625	-	1,625
Paid listings	3,440	-	**3,440**	2,940	-	2,940
Conference fees	750	-	**750**	11,806	940	12,746
Sales of Publications	-	-	**-**	140	-	140
Donations	1,185	-	**1,185**	600	573	1,173
Other income	14,294	100	**14,394**	23,994	5,559	29,553
Sub-total	51,599	100	**51,699**	100,489	7,072	107,561

4. Income from investments

	2021			2020		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Interest receivable	-	-	**-**	-	-	-
Sub-total	-	-	**-**	-	-	-

5a. Analysis of expenditure

	Direct cost of activities	Grant funding of activities	Support costs	2021 Total	2020 Total
	£	£	£	£	£
Ministry of Justice – Infrastructure Fund	509,764	645,760	54,476	**1,210,000**	550,000
Other support, representation and promotion activities	325,361	20,000	110,227	**455,588**	439,643
West Yorkshire PCC		-	-	**-**	30,888
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	57,458	34,499	288	**92,245**	70,791
Arts Alliance	163,109	8,900	3,942	**175,951**	118,404
Rothschild Foundation	5,976		-	**5,976**	13,626
Paul Hamlyn Foundation (Inspiring Futures)		-	-	**-**	110,579
The Good Prison (Lemos and Crane)		-	-	**-**	2,430
Ministry of Justice – 10 Prisons Project		-	-	**-**	32,492
City Bridge Trust	37,614	-	7,259	**44,873**	-
Lloyds Bank Foundation for England & Wales	81,483		6,867	**88,350**	-
Greater London Authority – Civil Society Roots Fund	14,057		2,704	**16,761**	-
Women's Network	10,691	-	-	**10,691**	7,344
Ministry of Justice – Women's Capacity Building	33,745		808	**34,553**	27,460
Policy Engagement – Barrow Cadbury Trust	50,174	-	-	**50,174**	58,081
Making Every Adult Matter (MEAM) – Policy	22,246	-	-	**22,246**	30,305
NE Local Development	42,815	-	8,715	**51,530**	47,099
NW Local Development	15,532	-	617	**16,149**	18,692
Farmer Review	-	-	-	**-**	8,021
	1,370,025	709,159	195,903	**2,275,087**	1,565,854

(Note 5a continued)

	Direct cost of activities	Grant funding of activities	Support costs	2021 Total	2020 Total
	£	£	£	£	£
Grants and partnership payments made (note 6)		709,159	-	**709,159**	114,795
Salaries	1,161,011	-	-	**1,161,011**	1,059,060
Travel and subsistence for staff	185	-	-	**185**	69,756
Recruitment costs	6,019	-	-	**6,019**	2,497
Fees for freelance workers	65,997	-	-	**65,997**	58,570
Rent	-	-	106,335	**106,335**	45,628
Insurance	-	-	1,353	**1,353**	1,134
Stationery, printing and photocopy	-		16,096	**16,096**	13,407
Telephone and internet charges		-	18,171	**18,171**	14,050
Postage		-	1,991	**1,991**	1,589
Computer software and maintenance	-	-	15,461	**15,461**	21,272
Subscriptions	-	-	1,949	**1,949**	3,919
Newsletter and publications	13,906	-	-	**13,906**	33,256
Training for staff and volunteers	16,315	-		**16,315**	9,761
Training for beneficiaries	13,400	-	-	**13,400**	6,409
Depreciation		-	9,612	**9,612**	5,737
Conference costs	9,123	-	-	**9,123**	20,293
Database development		-	-	**-**	7,878
Professional fees	74,304	-	-	**74,304**	24,188
Rates, light and heat		-	-	**-**	-
Bank charges and interest	-	-	69	**69**	208
Meeting costs	-	-	1,316	**1,316**	14,293
Website development	26,175	-	-	**26,175**	36,429
Partners staff fees		-	-	**-**	1,550
Digital media - licences	7,140	-		**7,140**	121
Health & safety		-	-	**-**	54
	1,393,575	709,159	172,353	**2,275,087**	1,565,854

5b. Analysis of expenditure (prior year)

	Direct cost of activities	Grant funding of activities	Support costs	**2020 Total**	**2019 Total**
	£	£	£	**£**	£
Ministry of Justice – Infrastructure Fund	515,021	-	34,979	**550,000**	550,000
Other support, representation and promotion activities	378,532	-	61,110	**439,643**	333,164
West Yorkshire PCC	30,233	-	655	**30,888**	32,840
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	54,981	15,000	809	**70,791**	60,000
Arts Alliance	115,100	-	3,304	**118,404**	122,313
Rothschild Foundation	13,510	-	116	**13,626**	-
Paul Hamlyn Foundation (Inspiring Futures)	14,833	89,579	6,167	**110,579**	-
The Good Prison (Lemos and Crane)	2,430	-	-	**2,430**	143
Ministry of Justice – 10 Prisons Project	22,276	10,216	-	**32,492**	36,497
Department of Health and Social Care VCSE Health and Wellbeing Alliance – Mental Health Work	-	-	-	**-**	25,000
Women's Network	7,344	-	-	**7,344**	20,305
Ministry of Justice – Women's Capacity Building	26,982	-	478	**27,460**	-
Policy Engagement – Barrow Cadbury Trust	58,081	-	-	**58,081**	42,919
Making Every Adult Matter (MEAM) – Policy	30,305	-	-	**30,305**	25,013
NE Local Development	39,802	-	7,297	**47,099**	48,987
NW Local Development	18,255	-	437	**18,692**	25,441
Farmer Review	8,021	-	-	**8,021**	25,568
	1,335,707	114,795	115,352	**1,565,854**	1,348,190

(Note 5b continued)

	Direct cost of activities	Grant funding of activities	Support costs	**2020 Total**	**2019 Total**
	£	£	£	**£**	£
Grants and partnership payments made (note 6)	-	114,795	-	**114,795**	59,507
Salaries	1,059,060	-	-	**1,059,060**	867,394
Travel and subsistence for staff	69,756	-	-	**69,756**	63,864
Recruitment costs	2,497	-	-	**2,497**	13,055
Fees for freelance workers	58,570	-	-	**58,570**	60,142
Rent	-	-	45,628	**45,628**	30,605
Insurance	-	-	1,134	**1,134**	-
Stationery, printing and photocopy	-	-	13,407	**13,407**	16,575
Telephone and internet charges	-	-	14,050	**14,050**	13,573
Postage	-	-	1,589	**1,589**	4,323
Computer software and maintenance	-	-	21,272	**21,272**	15,948
Subscriptions	3,919	-	-	**3,919**	2,519
Newsletter and publications	33,256	-	-	**33,256**	19,613
Training for staff and volunteers	9,761	-	-	**9,761**	8,856
Training for beneficiaries	6,409	-	-	**6,409**	6,238
Depreciation	-	-	5,737	**5,737**	5,673
Conference costs	20,293	-	-	**20,293**	50,719
Database development	7,878	-	-	**7,878**	4,200
Professional fees	24,188	-	-	**24,188**	21,083
Rates, light and heat	-	-	-	**-**	-
Bank charges and interest	-	-	208	**208**	295
Meeting costs	-	-	14,293	**14,293**	13,082
Website development	36,429	-	-	**36,429**	65,260
Partners staff fees	1,550	-	-	**1,550**	1,504
Digital media - licences	121	-	-	**121**	3,389
Health & safety	-	-	54	**54**	773
	1,333,687	114,795	117,372	**1,565,854**	1,348,190

6a. Grant making (current year)

	Grants to institutions	2021	2020
	£	**£**	£
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	34,499	**34,499**	15,000
Summer & Winter Covid-19 recovery grants	463,500	**463,500**	10,216
Race and justice probation grants	202,260	**202,260**	89,576
Arts Council England Bursary Scheme	8,900	**8,900**	-
At the end of the year	709,159	**709,159**	114,792

Most grants are made to solicit expertise from specialist organisations: Clinks has been working in partnership with Nacro on the Health and Wellbeing Alliance since 2017. Nacro brings a unique perspective to the health work due to its experience of delivering key health in justice interventions, such as community-based substance misuse services, as well as working on intersecting issues such as housing and education. An additional £20,000 was secured by Clinks for additional partnership working with Recoop and Birth Companions.

Race and justice probation grants
We were funded by the Ministry of Justice to promote and develop stewardship of organisations led by, and focused on, racially minoritised people to facilitate better engagement with the criminal justice system. The purpose of the work is to build capacity within voluntary organisations led by and focused on racially minoritised people to prepare them to participate fully in new probation arrangements and other opportunities that may be provided by the co-commissioning of services by probation regional directors with PCCs and other statutory partners, to improve rehabilitation outcomes and divert people from the criminal justice system.

NCJAA was supported by Tipp to deliver on the Arts Council England bursary scheme.

6b. Grant making (prior year)

	Grants to institutions	2020	2019
	£	**£**	£
NACRO	-	**15,000**	16,008
2nd Chance	-	**-**	-
10 Prisons Project	-	**10,216**	30,653
Homeless Link	-	**-**	-
HWA Mental Health Work	-	**89,576**	12,846
At the end of the year	-	**114,792**	59,507

7. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2021	2020
	£	£
Depreciation	**9,612**	5,737
Operating lease rentals:		
Property	**67,000**	74,794
Auditor's remuneration (excluding VAT):		
Other services	**7,400**	7,400

8. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021	2020
	£	£
Salaries and wages	**1,012,188**	864,564
Termination cost	**-**	60,000
Social security costs	**97,703**	88,239
Pension contributions and other employee benefits	**51,123**	46,257
	1,161,014	1,059,060

Regular reviews are undertaken to ensure that Clinks has the right blend of professional business focus, strategic direction and sector knowledge.

The following number of employees received salary and employee benefits (excluding employer pension costs) during the year between:

	2021	2020
	No.	No.
£80,000 - £89,999	**1**	1

The total employee benefits including pension contributions of the key management personnel were £382,751 (2020: £324,600). In the year ending March 2021, the senior management team comprised of the CEO plus four key employees.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling nil (virtual engagement due to Covid 19) (2020: £9,534) incurred by 11 (2020: 11) members relating to attendance at meetings of the trustees.

9. Staff numbers

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

	2021	2020
	No.	No.
Projects	**16.0**	13.0
Support	**10.0**	10.0
Governance	**1.0**	1.0
	27.0	24.0

10. Related party transactions

There are no related party transactions to disclose for 2021 (2020: none).

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

11. Taxation

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

12. Tangible fixed assets

	Computer equipment	Total
	£	£
Cost or valuation		
At the start of the year	72,700	**72,700**
Additions in year	18,804	**18,804**
At the end of the year	91,504	**91,504**
Depreciation		
At the start of the year	63,499	**63,499**
Charge for the year	9,612	**9,612**
At the end of the year	73,111	**73,111**
Net book value at the end of the year	18,394	**18,394**
At the start of the year	9,202	**9,202**

All of the above assets are used for charitable purposes.

13. Debtors

	2021	2020
	£	£
Trade debtors	**26,499**	244,202
Other debtors	**2,248**	10,844
Prepayments	**10,774**	12,658
	39,521	267,704

14. Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	**6,006**	74,942
Taxation and social security	**38,088**	31,788
Other creditors	**(10,231)**	(6,409)
Accruals	**43,107**	95,414
Deferred income	**147,000**	156,251
	223,970	351,986

15. Deferred income

Deferred income comprises membership and grant income received during the year for use in 2020-21.

	2021	2020
	£	£
Balance at the beginning of the year	**156,251**	100,458
Amount released to income in the year	**(156,251)**	(100,458)
Amount deferred in the year	**147,000**	156,251
Balance at the end of the year	**147,000**	156,251

17a. Analysis of net assets between funds (current year)

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	18,394	-	**18,394**
Net current assets	435,419	21,406	**456,825**
Net assets at the end of the year	453,813	21,406	**475,219**

17b. Analysis of net assets between funds (prior year)

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	9,202	-	**9,202**
Net current assets	500,832	42,859	**543,691**
Net assets at the end of the year	510,034	42,859	**552,893**

18a. Movements in funds (current year)

	at 1 April 2020	Income & gains	Expenditure & losses	Transfers	at 31 March 2021
	£	£	£	£	£
Restricted funds:					
Arts Alliance	35,319	146,508	(181,927)	100	**()**
Lloyds Bank Foundation for England & Wales	-	92,390	(88,350)	-	**4,040**
Women's Network	-	-	-	-	**-**
Ministry of Justice – Women's Capacity Building	7,540	-	(7,540)	-	**-**
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	-	80,000	(80,000)	-	**-**
Making Every Adult Matter (MEAM) – Policy	-	23,492	(22,246)	(1,246)	**-**
City Bridge Trust	-	54,000	(44,873)	-	**9,127**
Ministry of Justice – Infrastructure Fund	-	1,210,000	(1,209,939)	(61)	**-**
Greater London Authority – Civil Society Roots Fund	-	25,000	(16,761)	-	**8,239**
Barrow Cadbury Trust – Policy	-	50,000	(50,174)	174	**-**
Total restricted funds	42,859	1,681,390	(1,701,810)	(1,033)	**21,406**
Unrestricted funds:					
Paul Hamlyn Foundation	-	70,000	(70,000)	-	**-**
Esmée Fairbairn Foundation	-	97,500	(97,500)	-	**-**
AB Charitable Trust		50,000	(50,000)	-	**-**
Tudor Trust		15,000	(15,000)	-	**-**
Garfield Weston Foundation		75,000	(75,000)	-	**-**
Goldsmith's Company Charity		30,000	(30,000)	-	
Woolbeding Charity (Monument Trust)	-	50,000	(50,000)	-	**-**
General funds	432,005	128,523	(135,828)	-	**424,700**
Total unrestricted funds	432,005	516,023	(523,328)	-	**424,700**
Designated Funds:					
Web development, office move and Women's Work	78,029	-	(49,949)	1,033	**29,113**
Total unrestricted funds	510,034	516,023	(573,277)	1,033	**453,813**
Total funds	552,893	2,197,413	(2,275,087)	-	**475,219**

18b. Movements in funds (prior year)

	At 1 April 2019	Income & gains	Expenditure & losses	Transfers	At 31 March 2020
	£	£	£	£	£
Restricted funds:					
Arts Alliance	13,000	264,928	(242,609)	-	**35,319**
Farmer Review	8,021	-	(8,021)	-	**-**
Women's Network	7,344	-	(7,344)	-	**-**
Ministry of Justice – Women's Capacity Building	-	35,000	(27,460)	-	**7,540**
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	10,790	60,000	(70,790)	-	**-**
Making Every Adult Matter (MEAM) – Policy	-	21,957	(30,305)	8,348	**-**
Ministry of Justice – 10 Prisons Project	-	32,492	(32,492)	-	**-**
Ministry of Justice – Infrastructure Fund	-	550,000	(550,000)	-	**-**
The Good Prison (Lemos and Crane)	2,430	-	(2,430)	-	**-**
Barrow Cadbury Trust – Policy	6,081	52,000	(58,081)	-	**-**
Yorkshire Local Development	5,397	25,491	(30,888)	-	**-**
Total restricted funds	53,063	1,041,868	(1,060,420)	8,348	**42,859**
Unrestricted funds:					
Paul Hamlyn Foundation	-	100,000	(100,000)	-	**-**
Bromley Trust	-	10,000	(10,000)	-	**-**
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	**-**
Goldsmith's Company Charity	-	30,000	(30,000)	-	**-**
Woolbeding Charity (Monument Trust)	-	50,000	(50,000)	-	**-**
General funds	464,598	163,358	(187,604)	(8,348)	**432,005**
Total unrestricted funds	464,598	418,358	(442,604)	(8,348)	**432,005**
Designated Funds:					
Web development, office move and Women's Work	140,860	-	(62,831)	-	**78,029**
Total unrestricted funds	605,458	418,358	(505,435)	(8,348)	**510,034**
Total funds	658,521	1,460,226	(1,565,855)	-	**552,893**

Purposes of restricted funds

Arts Alliance
Clinks is working with a range of different organisations to improve policies and practice in relation to arts-based work with people in the criminal justice system and their families. This includes developing the National Criminal Justice Arts Alliance as the main national network for arts organisations that work in the criminal justice system.

Lloyds Bank Foundation for England & Wales
Aims to develop an influential sector voice and leadership with vision for the voluntary sector working in criminal justice, in particular small and specialist organisations by building on our existing strong relationships with key stakeholders, at both national and regional levels, in order to increase engagement and influence.

City Bridge Trust and Greater London Authority Civil Society Roots Fund
Funding for London Development Officer to: develop expertise on the voluntary sector working in criminal justice in London, its strengths and weaknesses and its challenges and opportunities; provide a range of support to the sector, including a comprehensive programme of information; ensure the London sector's voice is heard and its important work is recognised, at both national and regional levels; support partnerships within and between sectors.

Ministry of Justice – Women's Capacity Building
Funded by the MoJ, Clinks will deliver a programme of training and support to voluntary organisations that offer specialist services to vulnerable women. The programme will focus on capacity building and sustainable development, providing a range of interventions alongside a legacy of resources and toolkits that can be used to support continued development.

Women's Network
On the dissolution of Women's Breakout, the balance of assets was transferred to Clinks. Clinks has committed to continue its work on women in the criminal justice system committing £100,000 (2 x £50,000 over the 2019/20 and 2020/21 years respectively) to grow support for the women's sector.

Department of Health and Social Care – VCSE Health and Wellbeing Alliance
Clinks is a member of the VCSE Health and Wellbeing Alliance, a partnership between the Department of Health, NHS England and Public Health England and 21 national voluntary sector organisations and consortia. The HW Alliance aims to bring the voice of the voluntary sector and people with lived experience into national policy making, to promote equality and reduce health inequalities. Clinks works with Nacro to raise awareness of the health needs of people in the criminal justice system and the vital role the voluntary sector can play in addressing them.

MEAM – Local Development/ MEAM – Policy

Local Development

The MEAM approach was developed to provide a non-prescriptive framework for areas to develop a coordinated and flexible approach to supporting adults with multiple and complex needs. At present there are 11 areas across the country developing the MEAM approach and Clinks provides local development support to two of these. The MEAM Coalition also provides support to the 12 Big Lottery Fulfilling Lives areas.

Policy

Clinks contributes to the Making Every Adult Matter embedded policy team across the MEAM coalition partners to influence government policy and amplify the voice of people with multiple and complex needs.

Barrow Cadbury Trust – Policy

To support Clinks' senior level policy and political influencing.

Ministry of Justice – Infrastructure Fund

A strategic grant from the Criminal Justice Group to deliver outcomes in relation to representation and voice, communication and partnership working.

19. Analysis of cash and cash equivalents

	at 1 April 2020	Cash flows	at 31 March 2021
	£	£	£
Cash at bank and in hand	330,068	13,303	**343,371**
Notice deposits (less than three months)	297,903	-	**297,903**
Total cash and cash equivalents	627,971	13,303	**641,274**

20. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	Property	Property
	2021	2020
	£	£
Less than one year	**67,000**	67,000
One to five years	**268,000**	335,000
Over five years	**-**	-
	335,000	402,000

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.

Reference and administrative information

Company number	3562176
Charity number	1074546
Registered office and operational address	Block C, 5th floor, Tavistock House, Tavistock Square, London WC1H 9JJ
Country of registration	England and Wales
Country of incorporation	United Kingdom
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: • Roma Hooper OBE – Chair – elected November 2018 • Rachael Byrne – Vice Chair, re-elected 2019 • Simon Alsop – elected November 2019 • Dr Alison Frater – re-elected 2019 • Liz Calderbank – elected 2019, resigned November 2020 • Jessica Southgate – elected 2018 • Christopher Stacey – elected 2019, resigned November 2020 • Raheel Mohammed – elected 2019 • Richard Booty – elected 2020 • Patrick Williams – co-opted 2020 • Simon Ruding – appointed in November 2020 • Helen Attewell – resigned in April 2020
Key management personnel	Anne Fox – Chief Executive Officer
Bankers	CAF Bank Limited, 25 Kingshill Avenue, West Malling, Kent ME19 4JQ
Auditor	Sayer Vincent LLP, Chartered Accountants and Statutory Auditor Invicta House, 108-114 Golden Lane, London EC1Y 0TL

Thank you to our funders

We would like to take this opportunity to thank all of those who have donated to our work and supported us during what has been a challenging year for both Clinks and the voluntary sector working in the criminal justice system. The flexibility, understanding and support from our funders and partners has ensured we have continued to provide vital support to the sector over the year.

CLiNKS
Supporting the voluntary sector working in the criminal justice system

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Our vision

Our vision is of a vibrant, independent and resilient voluntary sector that enables people to transform their lives.

Our mission

To support, represent and advocate for the voluntary sector in criminal justice, enabling it to provide the best possible opportunities for individuals and their families.

Join Clinks: be heard, informed, and supported

Are you a voluntary organisation supporting people in the criminal justice system?

Join our network of over 600 members. Clinks membership offers you:

- A voice to influence change
- Practical assistance to be effective and resilient
- Support from a community of like-minded professionals.

We are offering free membership to all voluntary organisations until March 2022, and to those with annual income less than £100,000 until the end of March 2023.

www.clinks.org/membership

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