

# CLiNKs

Supporting the voluntary sector  
working in the criminal justice system



## Annual report & financial statements

for the year ended 31 March 2022

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## 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







## 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.





# Annual report

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## Thank you to our funders







# Annual report



📷 Clincs member Only Connect







## 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.





**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.



# 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 fared 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.

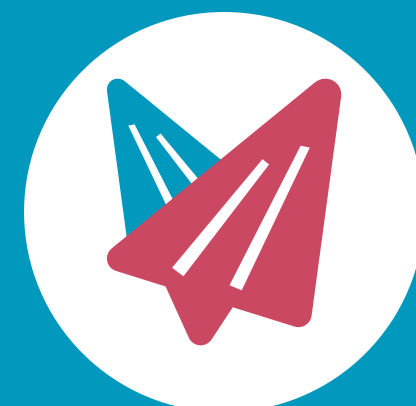






**49**

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 from drawing up the breadth and diversity of expertise within the sector.

**30 years of listening to people in prison**

Marking the 30<sup>th</sup> 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





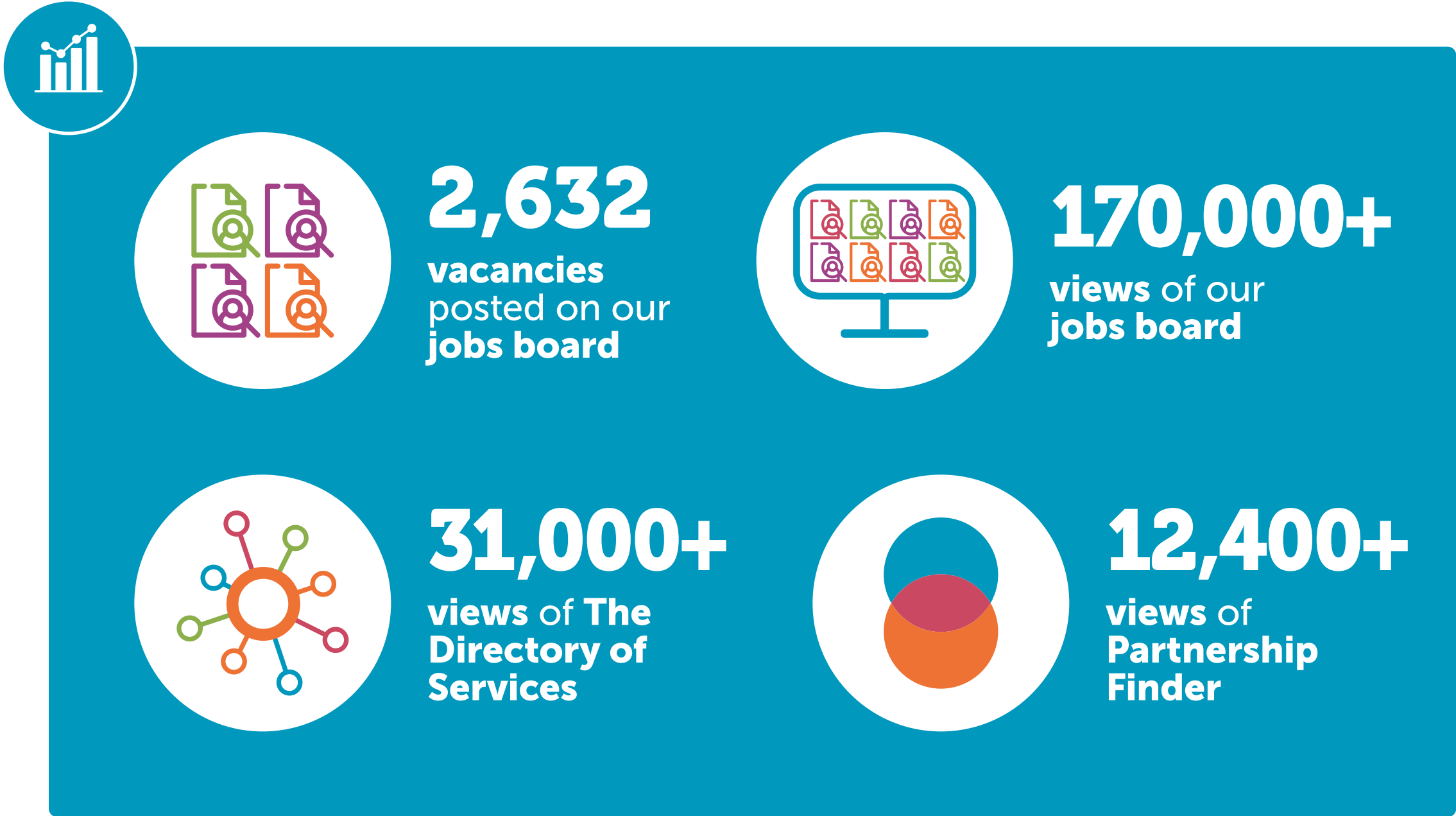
# Developed and increased the reach of our support across England and Wales

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](mailto: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





**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

“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.”

to hear from established organisations and “hear the details of their influencing work and how they got to where they are today.”

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.



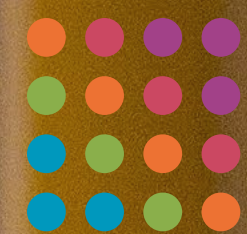
## Next year we will...

**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

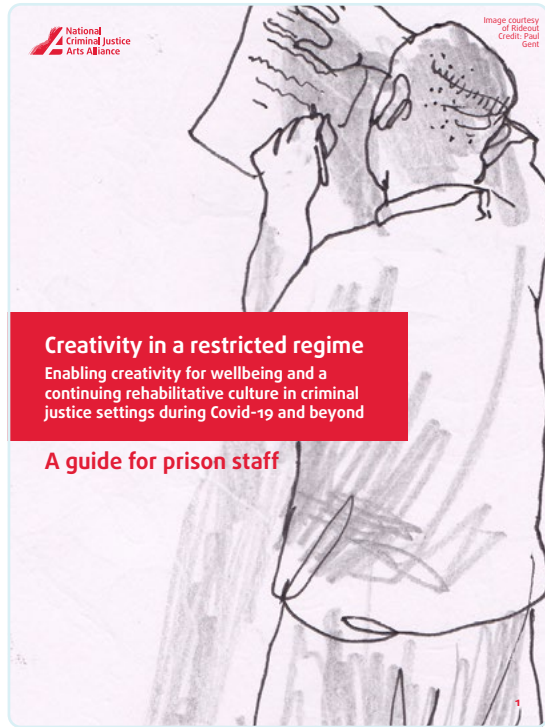




to support and develop local areas, working in Bristol, Plymouth, Cornwall, Exeter and North Devon, Durham, Redcar and Cleveland and Newcastle and Gateshead. They work with these areas to adopt the MEAM Approach to better meet the needs of, and improve outcomes for, adults facing multiple disadvantage, 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.



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.







## 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.

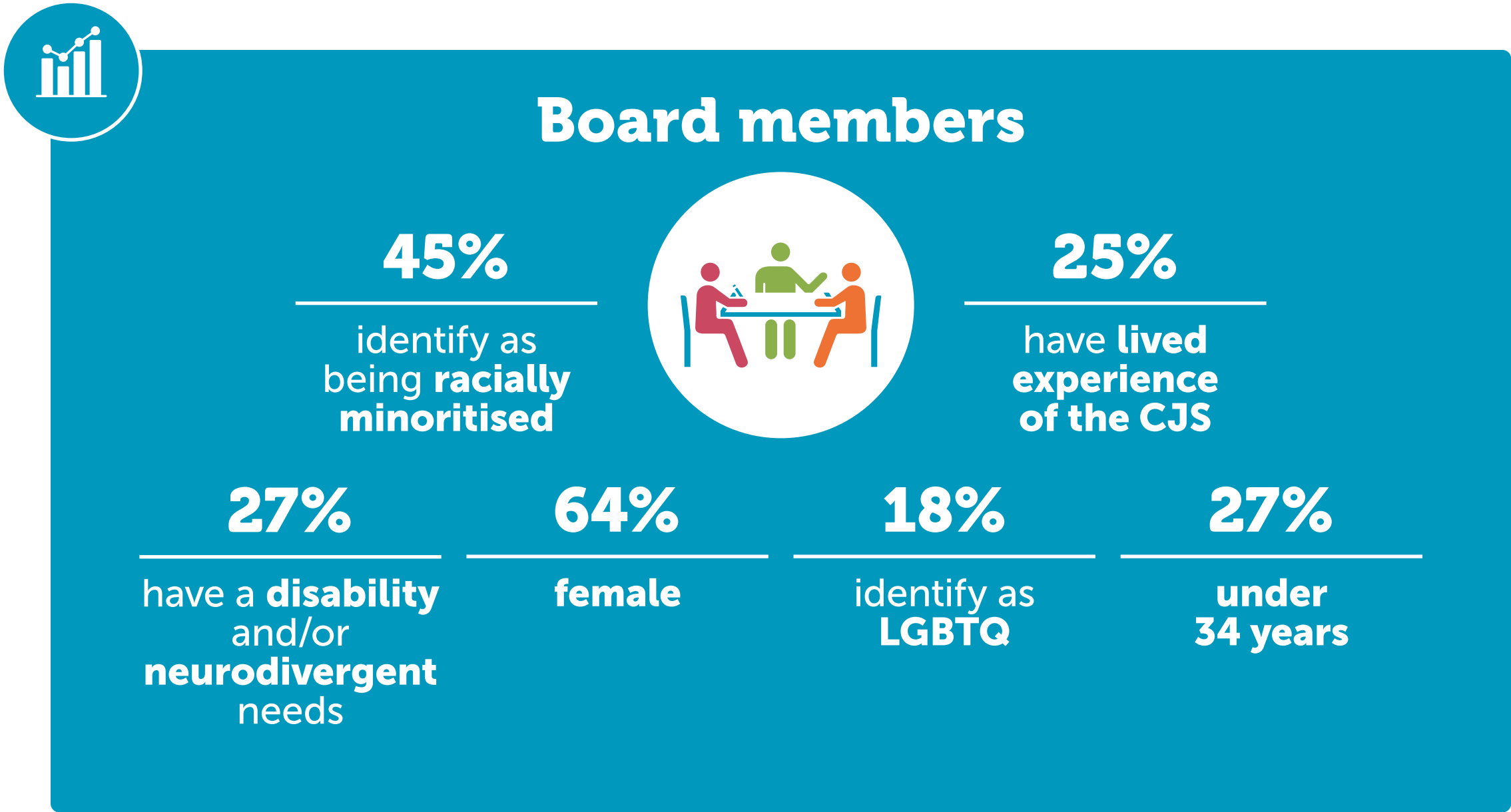
As restrictions lifted we reviewed the COVID-19 wellbeing measure of a 17-day paid working month and our board noted the positive impact of this on retention, sickness levels and productivity. In this year we introduced a new monthly wellbeing day for all full time employees (half a day for part time 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

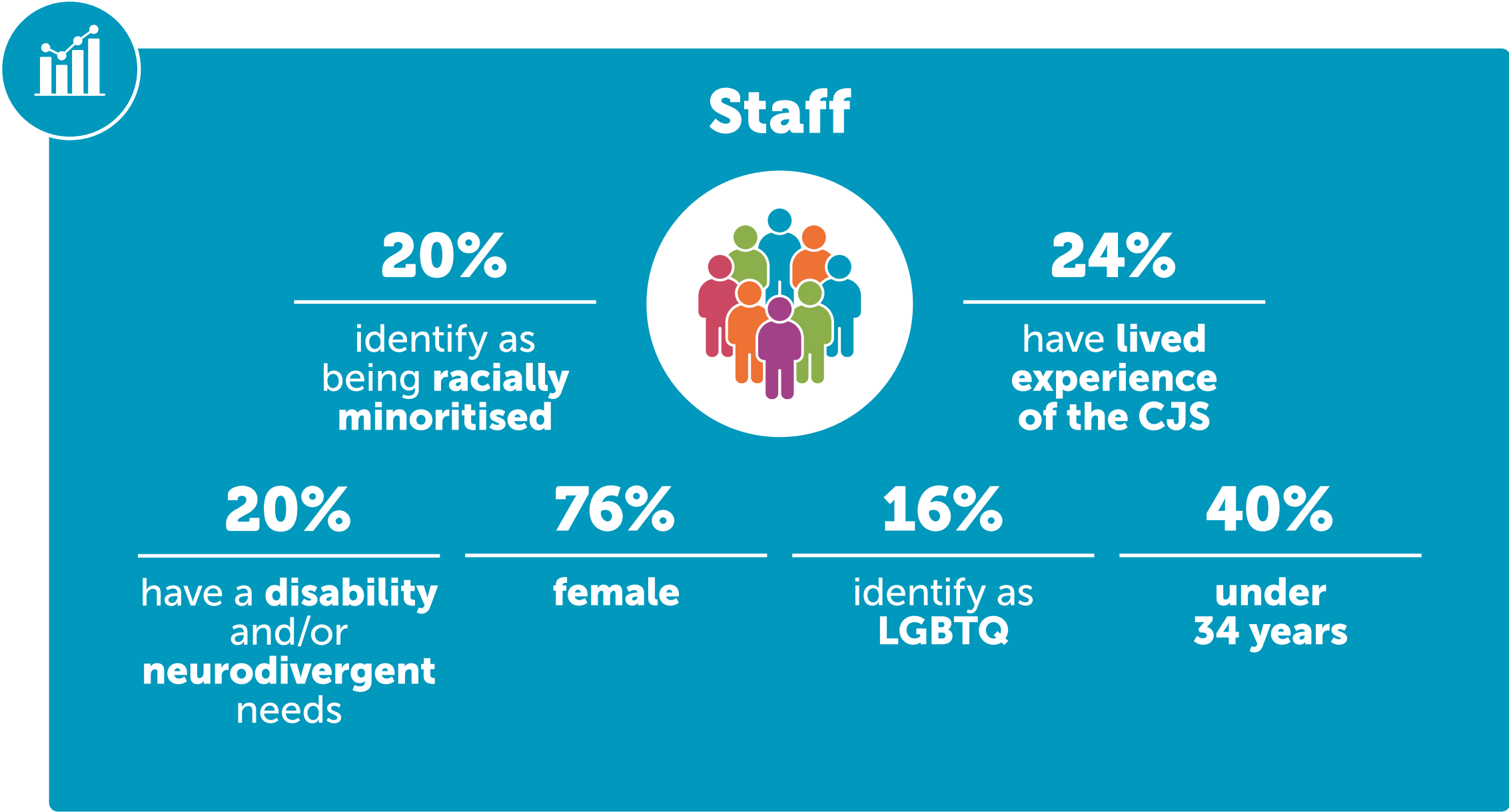
During this year we recruited new Trustees to our board and created placements for two board fellows – encouraging younger people under the age of 30 to have insight and contribution to the Board and ensuring we have a diverse and representative leadership for our organisation. We are now confident that 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.





A photograph of a smiling man with glasses, wearing a green shirt, sitting in a recording studio. He is looking towards the camera. In the background, there are two large black speakers with yellow drivers, a computer monitor displaying a colorful interface, and a professional microphone on a stand. The room has soundproofing panels on the walls.

# 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](http://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		
	Note	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
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

Note	2022		2021	
	£	£	£	£
<b>Fixed assets:</b>				
Tangible assets	12	<b>17,157</b>		18,394
<b>Current assets:</b>				
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
<b>Liabilities:</b>				
Creditors: amounts falling due within one year	14	178,748		223,970
<b>Net current assets</b>		<b>444,854</b>		<b>456,825</b>
<b>Total net assets</b>		<b>462,010</b>		<b>475,219</b>
<b>The funds of the charity:</b>				
Restricted income funds	18a	<b>18,588</b>		21,406
Unrestricted income funds:				
General funds		443,422		424,700
Designated funds		-		29,113
<b>Total unrestricted funds</b>		<b>443,422</b>		<b>453,813</b>
<b>Total charity funds</b>		<b>462,010</b>		<b>475,219</b>

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
	£	£
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>(13,210)</b>	(77,674)
Depreciation charges	<b>1,616</b>	9,612
Dividends and interest from investment	<b>1,098</b>	
(Increase)/decrease in debtors	<b>1,891</b>	228,179
Increase/(decrease) in creditors	<b>(45,222)</b>	(128,016)
<b>Net cash provided by / (used in) operating activities</b>	<b>(53,827)</b>	32,101

	2022	2021
<b>Cash flows from operating activities</b>		
<b>Net cash provided by / (used in) operating activities</b>	(53,827)	32,101
<b>Cash flows from investing activities:</b>		
Dividends, interest and rents from investments	(1,098)	-
Purchase of fixed assets	(378)	(18,804)
<b>Net cash provided by / (used in) investing activities</b>	(1,476)	(18,804)
<b>Change in cash and cash equivalents in the year</b>	(55,303)	13,297
Cash and cash equivalents at the beginning of the year	641,274	627,977
<b>Cash and cash equivalents at the end of the year</b>	<b>585,971</b>	<b>641,274</b>

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# 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 Rothschild	-	110,000	110,000	-	-	-
	-	-	-	-	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	<b>1,210,000</b>
Other support, representation and promotion activities	325,361	20,000	110,227	<b>455,588</b>
West Yorkshire PCC		-	-	-
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	57,458	34,499	288	<b>92,245</b>
Arts Alliance	163,109	8,900	3,942	<b>175,951</b>
Rothschild Foundation	5,976		-	<b>5,976</b>
Paul Hamlyn Foundation (Inspiring Futures)		-	-	-
The Good Prison (Lemos and Crane)		-	-	-
Ministry of Justice – 10 Prisons Project		-	-	-
City Bridge Trust	37,614	-	7,259	<b>44,873</b>
Lloyds Bank Foundation for England & Wales	81,483		6,867	<b>88,350</b>
Greater London Authority	14,057		2,704	<b>16,761</b>
Women's Network	10,691	-	-	<b>10,691</b>
HMPPS Women's Capacity Building	33,745		808	<b>34,553</b>
Barrow Cadbury Trust	50,174	-	-	<b>50,174</b>
Making Every Adult Matter – Policy	22,246	-	-	<b>22,246</b>
NE local development	42,815	-	8,715	<b>51,530</b>
NW local development	15,532	-	617	<b>16,149</b>
Farmer Review	-	-	-	-
	<b>1,370,025</b>	<b>709,159</b>	<b>195,903</b>	<b>2,275,087</b>

(Note 5b continued)

	Direct cost of activities	Grant funding of activities	Support costs	2021 Total
	£	£	£	£
Grants and partnership payments made (note 6)		709,159	-	<b>709,159</b>
Salaries	1,161,011	-	-	<b>1,161,011</b>
Travel and subsistence for staff	185	-	-	<b>185</b>
Recruitment costs	6,019	-	-	<b>6,019</b>
Fees for freelance workers	65,997	-	-	<b>65,997</b>
Rent	-	-	106,335	<b>106,335</b>
Insurance	-	-	1,353	<b>1,353</b>
Stationery, printing and photocopy	-		16,096	<b>16,096</b>
Telephone and internet charges		-	18,171	<b>18,171</b>
Postage		-	1,991	<b>1,991</b>
Computer software and maintenance	-	-	15,461	<b>15,461</b>
Subscriptions	-	-	1,949	<b>1,949</b>
Newsletter and publications	13,906	-	-	<b>13,906</b>
Training for staff and volunteers	16,315	-		<b>16,315</b>
Training for beneficiaries	13,400	-	-	<b>13,400</b>
Depreciation		-	9,612	<b>9,612</b>
Conference costs	9,123	-	-	<b>9,123</b>
Database development		-	-	-
Professional fees	74,304	-	-	<b>74,304</b>
Rates, light and heat		-	-	-
Bank charges and interest	-	-	69	<b>69</b>
Meeting costs	-	-	1,316	<b>1,316</b>
Website development	26,175	-	-	<b>26,175</b>
Partners staff fees		-	-	-
Digital media – licences	7,140	-		<b>7,140</b>
Health & safety		-	-	-
	<b>1,393,575</b>	<b>709,159</b>	<b>172,353</b>	<b>2,275,087</b>





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	<b>Total</b>
	£	£
<b>Cost or valuation</b>		
At the start of the year	91,504	<b>91,504</b>
Additions in year	379	<b>379</b>
At the end of the year	91,883	91,883
<b>Depreciation</b>		
At the start of the year	73,111	<b>73,111</b>
Charge for the year	1,616	<b>1,616</b>
At the end of the year	74,727	<b>74,727</b>
<b>Net book value at the end of the year</b>	17,157	<b>17,157</b>
At the start of the year	18,394	<b>18,394</b>

All of the above assets are used for charitable purposes.

## 13. Debtors

	<b>2022</b>	<b>2021</b>
	£	£
Trade debtors	<b>15,459</b>	26,499
Other debtors	<b>12,427</b>	2,248
Prepayments	<b>9,744</b>	10,774
	<b>37,630</b>	39,521

## 14. Creditors: amounts falling due within one year

	<b>2022</b>	<b>2021</b>
	£	£
Trade creditors	<b>98,489</b>	6,006
Taxation and social security	<b>42,156</b>	38,088
Other creditors	<b>(24,913)</b>	(10,231)
Accruals	<b>43,016</b>	43,107
Deferred income	<b>20,000</b>	147,000
	<b>178,748</b>	223,970

## 15. Deferred income

Deferred income comprises membership and grant income received during the year for use in 2022/2023.

	<b>2022</b>	<b>2021</b>
	£	£
Balance at the beginning of the year	<b>147,000</b>	156,251
Amount released to income in the year	<b>(147,000)</b>	(156,251)
Amount deferred in the year	<b>20,000</b>	147,000
<b>Balance at the end of the year</b>	<b>20,000</b>	147,000





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

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

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

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	18,394	-	<b>18,394</b>
Net current assets	435,419	21,406	<b>456,825</b>
Net assets at the end of the year	453,813	21,406	<b>475,219</b>

### 18a. Movements in funds (current year)

	at 1 April 2021	Income & gains	Expenditure & losses	Transfers	at 31 March 2022
	£	£	£	£	£
<b>Restricted funds:</b>					
Arts Alliance	-	237,236	(224,666)	-	<b>12,570</b>
Lloyds Bank Foundation for England & Wales	4,040	95,355	(96,784)	-	<b>2,611</b>
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)	-	<b>3,408</b>
Barrow Cadbury Trust	-	50,000	(50,000)	-	-
<b>Total restricted funds</b>	<b>21,406</b>	<b>1,172,041</b>	<b>(1,174,859)</b>	-	<b>18,588</b>
<b>Unrestricted funds:</b>					
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	<b>443,428</b>
<b>Total unrestricted funds</b>	<b>424,700</b>	<b>457,211</b>	<b>(467,602)</b>	<b>29,113</b>	<b>443,421</b>
<b>Designated funds:</b>					
Web, office	29,113	-		(29,113)	-
<b>Total unrestricted funds</b>	<b>453,813</b>	<b>457,211</b>	<b>(467,602)</b>	-	<b>443,421</b>
<b>Total funds</b>	<b>475,219</b>	<b>1,629,252</b>	<b>(1,642,461)</b>	-	<b>462,010</b>

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
	£	£	£	£	£
<b>Restricted funds:</b>					
Arts Alliance	35,319	146,508	(181,927)	100	( )
Lloyds Bank Foundation for England & Wales	-	92,390	(88,350)	-	<b>4,040</b>
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)	-	<b>9,127</b>
Her Majesty's Prison and Probation Service	-	1,210,000	(1,209,939)	(61)	-
Greater London Authority	-	25,000	(16,761)	-	<b>8,239</b>
Barrow Cadbury Trust	-	50,000	(50,174)	174	-
<b>Total restricted funds</b>	<b>42,859</b>	<b>1,681,390</b>	<b>(1,701,810)</b>	<b>(1,033)</b>	<b>21,406</b>
<b>Unrestricted funds:</b>					
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)	-	<b>424,700</b>
<b>Total unrestricted funds</b>	<b>432,005</b>	<b>516,023</b>	<b>(523,328)</b>	<b>-</b>	<b>424,700</b>
<b>Designated Funds:</b>					
Web development, office move and Women's Work	78,029	-	(49,949)	1,033	<b>29,113</b>
<b>Total unrestricted funds</b>	<b>510,034</b>	<b>516,023</b>	<b>(573,277)</b>	<b>1,033</b>	<b>453,813</b>
<b>Total funds</b>	<b>552,893</b>	<b>2,197,413</b>	<b>(2,275,087)</b>	<b>-</b>	<b>475,219</b>

## 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)	<b>286,970</b>
Notice deposits (less than three months)	297,903		<b>297,903</b>
<b>Total cash and cash equivalents</b>	<b>641,274</b>	<b>(56,401)</b>	<b>584,873</b>

## 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	-	-
	-	<b>335,000</b>

## 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

<b>Company number</b>	3562176
<b>Charity number</b>	1074546
<b>Registered office and operational address</b>	82A James Carter Road, Mildenhall, Suffolk IP28 7DE
<b>Country of registration</b>	England and Wales
<b>Country of incorporation</b>	United Kingdom
<b>Trustees</b>	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: <ul style="list-style-type: none"><li>• Roma Hooper OBE – Chair – elected November 2018, re-elected 2021.</li><li>• Rachael Byrne – Vice Chair, elected 2016, re-elected 2019.</li><li>• Simon Alsop – elected November 2019</li><li>• Jessica Southgate – elected 2017, re-elected 2020</li><li>• Simon Ruding – elected November 2021</li><li>• Richard Booty – elected November 2021</li><li>• Maisie Hulbert - co-opted December 2021</li><li>• Amina Ditta – co-opted December 2021</li><li>• Donna Everett – co-opted December 2021</li><li>• Salim Baba –co-opted December 2021</li><li>• Kelly Loftus – co-opted December 2021</li><li>• Patrick Williams – resigned November 2021</li><li>• Dr Alison Frater – resigned November 2021</li><li>• Raheel Mohammed – resigned May 2021</li></ul>
<b>Key management personnel</b>	Anne Fox – Chief Executive Officer
<b>Bankers</b>	CAF Bank Limited, 25 Kingshill Avenue, West Malling, Kent ME19 4JQ
<b>Auditor</b>	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.







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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](http://www.clinks.org/membership)**