

Four large, stylized arrows point towards the word 'supporting'. One is blue pointing down from the top, one is red pointing right from the left, one is green pointing up from the bottom, and one is red pointing right from the left, overlapping the blue arrow.

supporting

a year of supporting voluntary organisations
that work with offenders and their families



Diversity of Hope (detail). Image courtesy of the Koestler Trust.

CLINKS IN NUMBERS

Our vision

Clinks' vision is of a vibrant and independent Voluntary and Community Sector working with informed and engaged communities to enable the rehabilitation of offenders for the benefit of society.

Our mission

Clinks supports, represents and campaigns for the Voluntary and Community Sector working with offenders. Clinks aims to ensure the sector and all those with whom they work, are informed and engaged in order to transform the lives of offenders.

EVENTS & TRAINING

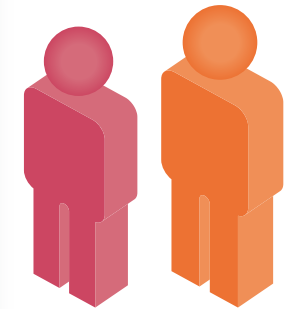
1,646
ATTENDED



1,646 people attended Clinks' events and training in 2013.

MEMBERSHIP

17% GROWTH | Up from 544 to **637** members

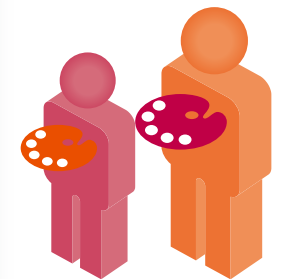


2012 | 2013

In December 2013 we had **589** full members and **48** associate members.

ARTS ALLIANCE MEMBERSHIP

40% GROWTH



2012 | 2013

Arts Alliance had **520** members at the end of 2013, up from 370.

PUBLICATIONS

72
PUBLISHED



We published **72** documents in 2013, including **9** briefings, **5** responses and **26** blogs. In addition, we had **6** mentions in Third Sector magazine, featured in **2** video interviews by Russell Webster and were featured in The Guardian.

PARTNERSHIP FINDER

418
REGISTRATIONS



418 organisations registered on our Partnership Finder directory, launched August 2013.

WEB TRAFFIC

11% GROWTH | **51,143** unique visitors



2012

2013



Our website had **51,143** unique visitors in 2013, up from around 46,000 in the previous year.

6,292



6,292 documents were downloaded from our website in 2013.

BLOGS

9,247
TOTAL READS



Our blogs were viewed a total of **9,247** times in 2013. The most popular had **822** reads.

FUNDING CONSULTANCY

72
MEMBERS SUPPORTED



72 Clinks members benefited from free consultancy support in 2013.

TWITTER

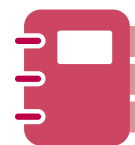
73% GROWTH | Followers up to **5,138** in 2013



Across all accounts, our Twitter following increased from 2,970 in December 2012 to **5,138** in December 2013.

DIRECTORY

23% GROWTH | **1,062** listed on our Directory of Offender Services



Directory registration increased from 864 to **1,062** in the year to December 2013.

E-BULLETIN

7% GROWTH | *Light Lunch* subscriptions up to **9,831**



2012

2013



Subscriptions to our ever-popular e-bulletin, *Light Lunch*, rose from 9,159 in December 2012 to **9,831** in December 2013.

INSIDE

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Championing the sector, especially small and local organisations

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Find out more about resources, membership, staff, governance and our finances

SUPPORTING THE SECTOR



Dame Anne Owers Chair

I described last year as a challenging year for the Voluntary and Community Sector (VCS) working with offenders. It's clear that this year has been equally challenging, with a high degree of uncertainty about both service provision and funding arrangements.

In our most recent survey, half of you who responded said that you were not achieving full cost recovery for the services you provide, and around two-thirds had to dip into reserves. The impact seems to be most pronounced for small to medium sized organisations, whose income dropped dramatically this year.

This raises serious concerns about sustainability, given an increasing reliance on bidding for contracts, where the sector is almost always a sub-contractor. The process of bidding – the time, energy and expertise needed for something that may yield no return – is a considerable challenge for smaller organisations. On the other hand, there have been some creative responses – diversifying funding, working with others, refocusing your work – showing the resilience and flexibility for which the sector is known.

During 2013, Clinks has continued to impress on government and NOMS the specific needs and benefits of the VCS in relation to working successfully with offenders, and there are some

“During 2013, Clinks has continued to impress on government and NOMS the specific needs and benefits of the voluntary sector in relation to working successfully with offenders.”

signs that this is better recognised. We're able to do this because of the wide range and increasing number of members – exceeding 600 this year and over 2,000 VCS organisations on our database.

It was very encouraging to hear from you, in the independent impact assessment we commissioned this year, that you felt Clinks was a very effective link between the work that you do, and need to do, and central government and agencies – providing you with information, and government with a better understanding of what is actually happening on the ground. You also appreciated the networking opportunities we offer and wanted us to continue, and strengthen, the work we do to equip you better for the changes ahead. Trustees and staff have discussed this as a key part of our planning for the future.

Finally, on behalf of the Trustees, I need to thank the staff of Clinks. It is a small organisation that punches well above its weight, thanks to a highly effective and dedicated staff team, led by Clive. This year, we are sadly saying goodbye to Lesley Frazer, who has contributed so much to Clinks' work at national and regional level, and I am delighted that her work has been recognised by being awarded an MBE in the New Year honours. We wish her all the best for the future.



Clive Martin Director

A very warm welcome to our members, friends and supporters, and thank you for your continuing interest and support.

These are challenging times for the VCS working with offenders, and its service users.

We have seen some good organisations close down, while service user needs have gone up. Organisations report that the latter has increased in number, as well as severity and complexity of need. But perhaps most troubling are the reports we receive from the sector of increasing numbers coming to them hungry and cold. Some services are reporting that they have to provide food for service users and their children before they can begin any real engagement with them.

However, we have also seen the familiar resilience from the sector in the face of a challenge, with overall income remaining relatively stable according to the results of our State of the Sector surveys. These consistently show organisations responding to the challenges of a rapidly developing policy environment; building relationships with new partners from different sectors; seeing more service users overall, and successfully winning contracts – although we are concerned at the number that say that they are not achieving full cost recovery.

“It is better to address issues in communities and keep people out of the Criminal Justice System wherever possible. Meaningful rehabilitation needs to be responsive, holistic and local.”

Clinks continues to work hard to support the sector with these challenges, and our increasing membership in this climate pays tribute to our considerable success. As you will read in the following pages, Clinks has made some notable progress in important areas. We have developed our use of new technologies to communicate more widely and effectively on policy developments, including the Transforming Rehabilitation agenda; funding and sustainability; and key issues such as desistance and what good rehabilitation looks like.

Yet while we are delighted by our success, and the resilience of the sector, we are concerned that the numbers in prisons will grow, along with costs. We believe it is better to address issues in communities and keep people out of the Criminal Justice System wherever possible, and that meaningful rehabilitation needs to be responsive, holistic and local. And why are we concerned about that now? Firstly, an election campaign will begin, at least informally, in the next year. It would be unfortunate if the politics of crime resulted in an expanded Criminal Justice System. Secondly, the extension of rehabilitation to those on short sentences, which we broadly welcome, could see an increase in prison numbers due to the potential for this cohort to breach supervision conditions.

So while we continue to keep a strong focus on the rehabilitation of people within the Criminal Justice System, it is also important that we help ensure that the numbers of people are kept to an absolute minimum. This is reflected in our work with the Corston Independent Funders’ Coalition on women; the Black Training and Enterprise Group, in particular the Young Review; the Making Every Adult Matter (MEAM) partnership; Transition to Adulthood (T2A); the police and the Home Office. We firmly believe these community-focused initiatives, alongside strong rehabilitation policy, are where the long term solutions for criminal justice lie.

We hope that you continue your support during these challenging times.

THE CHANGING ENVIRONMENT

We know it can be hard for our members to find time to step back, look at the bigger picture, and analyse the implications for their organisations. One of our key objectives is to ensure the sector remains informed and engaged in changes to policy and practice that will affect their daily work, leaving them to do what they do best – deliver their services to support offenders, ex-offenders, and their families.

“ We value Clinks at the heart of the voluntary sector. At a time when government is moving at a pace it’s important to have a sane and sensible organisation that keeps in focus the needs of people in the justice system. ”

Juliet Lyon, Prison Reform Trust

- ✓ Channelling the sector’s thinking about rehabilitation more widely, starting with our *What does good rehabilitation look like?* discussion paper.

Clinks works hard to interpret and influence policy affecting our members. One of the most popular pages on our website in 2013 was our Transforming Rehabilitation page, which provides a one stop information point for the reforms (over 6,000 unique page views). This resource proved really valuable to our members, as a trusted and reliable point of reference, with clear guidance on what they needed to know and do with regards to the reforms.

“ Clinks’ responses to things like Transforming Rehabilitation are really useful because they are able to source and collate what the feeling is out there into something which adds a bit more kudos and power when it’s fed back as a single voice. ”

Response from Impact Assessment

Impact

Our lobbying work in 2013 influenced an increase in the number of Contract Package Areas from 16 to 21, and the contents of the review of the proposed payment mechanism for the new providers to ensure fairness to the sector and outcomes that support desistance from crime. We also continue to raise the profile of work by the sector, whether or not it forms part of the new supply chains, among politicians, civil servants, funders and the media.

Transforming Rehabilitation

✓ KEY ACHIEVEMENTS

- ✓ Transforming Rehabilitation web page
- ✓ Blog series (822 reads of our most popular blog)
- ✓ Lobbying on Contract Package Area size, payment mechanism and measuring outcomes
- ✓ Evidence submitted to Justice and Public Administration Select Committees, and an event in Parliament with the Criminal Justice Alliance on Transforming Rehabilitation and smaller organisations
- ✓ On-going regular contact with policy makers and decision-makers to raise concerns and make recommendations



Baillie Aaron of Spark Inside spells out her top priority

A TOP-CLASS INFRASTRUCTURE BODY



“Clinks is a top-class infrastructure body. It brings a whole new level of credibility and standing to the voluntary sector working with offenders.”

Impact assessment respondent

In 2013 we launched a new, user friendly and accessible website with everything in one place, including blogs. Blog subjects included visits to members, desistance theory, and Transforming Rehabilitation, with a total of 9,247 reads across all our blogs.

“If I want informed analysis, rather than knee-jerk reactions, on new criminal justice developments, I always check out the Clinks Blog – they look at the long term implications of policy decisions for professionals working with offenders.”

Russell Webster (blogger)



WE'RE ON THE PULSE



Our blogs were viewed a total of **9,247** times in 2013. The most popular had **822** reads.

Delegates at Clinks annual conference, January 2013

Cross-government

Health

Clinks joined the Health and Social Care Voluntary Sector Strategic Partnership this year, along with incumbent members Nacro and Action for Prisoners Families (APF).

By being part of this partnership, we will increase our sector's understanding of the health landscape, and its engagement with offender health. In our survey of the sector working with offenders, over half of respondents had little or no understanding of the changes in health and care structures, and how that affects them, and just under half had little or no knowledge of offender health and care issues – confirming the need for more information for our target audience.

We have increased health information appearing in *Light Lunch*, and will be producing a health specific newsletter in 2014. We are also working on a guide to health structures for those working with offenders. We ran a conference in partnership with Nacro and APF in December, which provided an introduction to health and care structures, and offender health.

In London, we have been assisting NHS England to include criminal justice service users appropriately in all relevant aspects of commissioning, via the development of the Public and Patient Engagement model. We were also part of a workshop to develop the commissioning plan for mental health services for offenders and those at risk of offending, and have been invited to become a member of a strategic leadership group for commissioning services for these vulnerable people.



Zawe Ashton and residents at HMP & YOI Askham Grange performed in Clean Break's *There Are Mountains*. © Sheila Burnett, courtesy of Clinks member, Clean Break.

Offender learning and skills

The Arts Alliance collaborated with partners to deliver an event on integrating arts under OLASS 4 (Offender Learning and Skills Services). At this event we presented good practice case studies and current issues impacting on how arts can be delivered effectively within the prison estate. As a result we are continuing to collaborate with partners including NOMS, Department for Business, Innovation & Skills, and Skills Funding Agency on identifying issues and disseminating 'what works'.

“ I am grateful for the work of the Arts Alliance members in providing access to broader learning opportunities for prisoners. Purposeful activity in prisons teaches new skills, builds self-esteem and raises confidence. This can help offenders break the depressing cycle of re-offending and contributes to the reforms we are making in prisons and rehabilitation. ”

Jeremy Wright MP, Minister for Prisons and Rehabilitation

Home Office

We participate in the Home Office VCSE forum, presented at the Home Office's annual Integrated Offender Management conference, worked with the Home Office and Social Firms UK to convene an Open Space event about social enterprises providing real employment opportunities for ex-offenders, and published a series of case studies highlighting the work of twenty VCSE organisations. These are all available to download from www.clinks.org

The economic downturn

We continue to monitor the impact of the economic downturn on the sector working in criminal justice. We are concerned to see a continued lack of full cost recovery in existing contracts, on current trends too many organisations are relying on their reserves to cover the gap between cost of delivery and contract payments.

PLUGGING THE FUNDING GAP

50% of organisations responding to our survey are not achieving full cost recovery and **65%** are using their reserves to meet the shortfall.

The arts in criminal justice

✓ KEY ACHIEVEMENTS

- ✓ Launched evidence report on arts and desistance
- ✓ Anne Peaker debate – Arts and Criminal Justice Research: Where next?
- ✓ Write to be heard competition.

The Arts Alliance published *Re-imagining Futures: Exploring arts interventions and the process of desistance*, exploring the impact of the arts in a range of settings with offenders. The research highlights how the arts can support positive changes linked to personal agency, efficacy and identity, relating to the highly individualised journey of desistance from criminal behaviour. The arts were also found to support offenders to comply with criminal justice orders and regimes.

Write to be heard

Write to be heard is a NOMS-funded creative writing programme that encourages less confident prisoners to write for broadcast. Working in partnership with Geese Theatre Company, National Prison Radio, and fourteen writers we delivered a series of drama and creative writing workshops in 28 prisons, and used prison radio to encourage prisoners to submit drama, prose and poetry for the awards.

More than 250 entries were received, ranging from a haiku to a full drama script, and a selection of work was read by prisoners for special prison radio shows broadcast over Christmas. A Write to be heard writing resource is being developed for the Virtual Campus, the prison intranet, and practitioners interested in creative writing.



ARTS INTERVENTIONS AND DESISTANCE



Key findings suggest that the arts can enable people to redefine themselves positively, improve levels of engagement and co-operate more effectively with others.

Photo © Emma Hornsby. Image courtesy of the Koestler Trust.

GIVING A VOICE TO MARGINALISED GROUPS

✓ KEY ACHIEVEMENTS

- ✓ Co-ordinated a review led by Baroness Young on young male black and Muslim offenders with BTEG
- ✓ Gave evidence at the Justice Select Committee on women in prison.

“ Clinks have been a very useful sounding board both in terms of their knowledge of the voluntary sector but also their own expertise in criminal justice. ”

Response from Impact Assessment

Women offenders

As identified in the influential Corston report, the Criminal Justice System is set up for men. Women have also been disproportionately affected by the economic downturn and government policies.

This year Clinks attended the All Party Parliamentary Group (APPG) on women, gave written and oral evidence to the Justice Select Committee as part of their inquiry into women offenders and produced a briefing on the Committee’s subsequent report.

We have also published a briefing focusing on both the Ministry of Justice’s response to the Justice Select Committee’s report and the NOMS Review of the Women’s Custodial Estate and submitted a formal response to the Sentencing Council’s Fraud, Bribery and Money Laundering Offences guidelines consultation, focusing on the needs of women.

Following our successful partnership conference in December 2012, *Breaking the cycle of women’s offending: Where next?*, we worked with the Corston Independent Funders’ Coalition to commission a consultation and workshop with the women’s sector. This has resulted in the formation of a steering group charged with developing a new, broadened alliance focused on women and girls at risk.

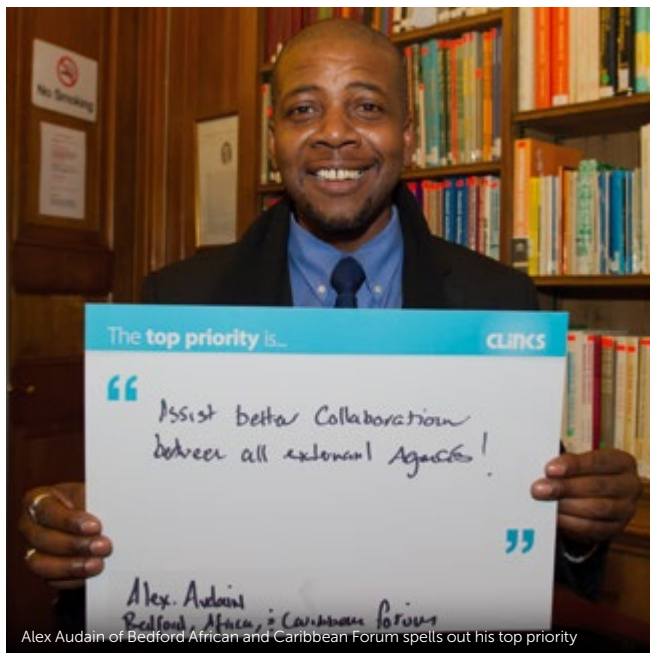
We have also carried out a study on the current experience of organisations in the South West providing projects focused on women offenders, looking at their ability to influence local strategic approaches, what impact the changing economic and policy landscape has had on their services and their users and examples of good practice by cross-sector partners.

EVIDENCE CONCERNING WOMEN OFFENDERS

Clinks Director, Clive Martin, gave oral evidence to the House of Commons Justice Select Committee inquiry on women offenders, alongside Clinks members.



Isebail MacKinnon, of Clinks member Machair, spells out her top priority



Alex Audain of Bedford African and Caribbean Forum spells out his top priority

for young black or Muslim men, to report to the Secretary of State for Justice in Autumn 2014.

Young adults

Clinks continues to advocate for better services to support young people in the Criminal Justice System, and a distinct approach to young adults to support desistance from crime. We have been working to represent these views to the Government in our responses to the Ministry of Justice's consultations: *Transforming Youth Custody: Putting education at the heart of detention* and *Transforming management of young adults in custody*.



Young adults in the CJS remain a particular focus for Clinks, and as a member of the Transitions to Adulthood (T2A) Alliance we have been actively influencing policy and practice. We have provided four areas (Greater Manchester, Wales, Cornwall and Bristol) with support to develop effective services for young adults utilising our *Going for Gold* publication. This has led to innovative service user involvement; a proposal for a young adult focused Integrated Offender Management model in Wales; better transition arrangements between youth offending teams and probation; as well as an ongoing involvement in the expansion of Greater Manchester's Intensive Community Order to divert young adults away from custodial sentences and manage them in the community.

For further information visit www.t2a.org.uk

Multiple and complex needs

People with multiple and complex needs continue to make up the majority of those caught up in the Criminal Justice System. This group are often failed by statutory services which are structured to address specific issues, rather than providing a holistic approach.

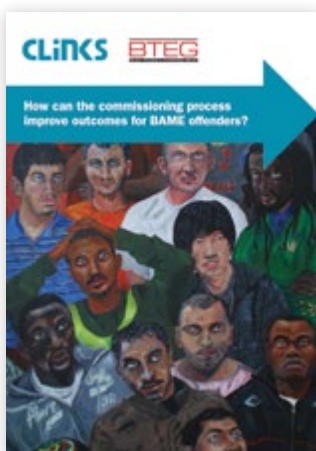


To address this, we work alongside Drugscope, Mind and Homeless Link to form the Making Every Adult Matter (MEAM) coalition.

We have helped launch *The MEAM Approach*, a framework to help local areas design and deliver better co-ordinated interventions to tackle multiple needs. Clinks staff have joined with other MEAM partners to form a new cross-sector team to support local partnerships working on the approach.

We have also supported the Big Lottery's Fulfilling Lives project to develop their plans to tackle multiple needs.

For further information visit www.meam.org.uk



Black, Asian and Minority Ethnic offenders

Black, Asian and Minority Ethnic (BAME) service users are disproportionately represented at every stage of our Criminal Justice System. Clinks continues to lobby on this issue, and support the BAME sector in a range of ways. From September 2013 Clinks, in partnership with BTEG, has co-ordinated a review, chaired by Baroness Lola Young of Hornsey, to improve outcomes

SUPPORTING YOUR ORGANISATION

Clinks' role is to support, represent and promote the sector with a focus on smaller, local organisations where our impact can be greatest. Due to the diverse nature of our membership, we aim for all of our work to be accessible, practical and jargon-free to all, whether new to criminal justice or long-standing providers.

“The smaller organisations need Clinks to speak with integrity on their behalf, particularly now the sector is finding its voice is being constrained in terms of core funding or having to work with corporate partners.”

Response from Impact Assessment

✓ KEY ACHIEVEMENTS

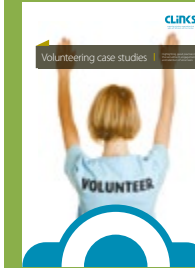
- Resources on commissioning and evidence
- Lobbied government to emphasise the important role played by small, local organisations in supporting desistance and the reintegration of offenders into communities
- Provided small grants to foster innovation
- Enabled 72 members to access free support to strengthen sustainability
- Developed local networks to increase collaboration and the sector's voice.

Volunteering

Many of our members rely heavily on volunteers, and we have a series of guides on involving volunteers, which continue to be popular and are regularly downloaded from our website. In 2013 we launched

some new tools to help organisations measure and evaluate the impact of their volunteers, alongside case studies highlighting some of our members that involve volunteers in unique and highly effective ways.

GOOD PRACTICE IN VOLUNTEERING



We published the second in our series, *Volunteering Case Studies*, highlighting great practice in volunteering. Download at www.clinks.org/vol-case-studies

Understanding the Criminal Justice System

Clinks membership has reached a record 637, including an increasing number whose core or historical focus is not offenders and criminal justice. To support our diverse membership we have created *Do it Justice*, a series of guides introducing criminal justice practice, theories and processes for those who wish to learn more about a criminal justice matter. Topics covered include desistance theory, working with older offenders, and creating a local criminal justice network.

“Great piece of informative jargon-free work. Thank you!”

Chief officer, Probation



Portal to Freedom (HMP & YO1 Stoke Heath). Image courtesy of the Koestler Trust.

EVER-POPULAR TRAINING AND EVENTS



1,646 people attended Clinks events and training in 2013.

“I’ve been to two Clinks events this year, both of which have been excellent. The topics that Clinks offer are at the cutting edge of relevance, and the people delivering the content have been of the highest calibre. At a time when every penny spent has to be justified, I’d recommend them.”

Response from Impact Assessment

Training and events

Our training courses and events remain a popular source of information and guidance. We’ve run a number of our Volunteering in Prison and Volunteering with Offenders in the Community courses this year, and alongside regional policy events, we have been able to host members’ forums, at which Clinks members feedback on our work and network with other organisations in their area.

“I have to say that I found the volunteering training brilliant. I loved it and am completely inspired!! I am going to be using parts of the training to develop our training further and tailor it to suit our clients’ needs.”

Response from Impact Assessment



Steve Rawlins, Business Manager at Penrose and Clinks Management Committee member, at a Q&A session with Secretary of State for Justice, Chris Grayling



Secretary of State for Justice, Chris Grayling, takes questions at Clinks’ annual conference in 2013.

Grant funding

When funding permits, Clinks acts as a provider for small, one-off grants of up to £1,500, for our members to work up innovative solutions to local criminal justice and community safety issues. We ran two funding rounds in 2013. The first focused on building collaboration between agencies and organisations, the second supported the BAME sector to improve resettlement services.

A GRANT WELL SPENT

With their grant from Clinks, The Care Leavers Association hosted two round table events in Manchester to bring together key strategic leaders on care leavers and looked after children in the CJS. These events highlighted a need for better identification of, and specific support for, care leavers at point of arrest, arrival in custody, and in resettlement services. In particular it put the disproportionate over-representation of care leavers in Greater Manchester's CJS under the spotlight. As a result, The Care Leavers Association is now trialling a new service for young adults on probation licence, with an ongoing focus on developing better services in Greater Manchester's public sector reform initiatives. This model is also being rolled out in Leeds, showing that a little investment can have a big impact.

CONSULTANCY STRENGTHENS SUSTAINABILITY

72 organisations which received consultancy support can now identify ways in which they have improved their performance or do things differently, with positive impact on their organisation. Over three quarters of those evaluated described their support as having a substantial or significant impact on their organisation. Over 80% reported one or more outcomes for increased income or income-generating/commissioning capacity and improved strategic plans and outcomes measurement.

Sustainability

Our Sustainable Work with Offenders Project ended in June 2013. Over its 18 month duration we ran a series of sustainability events which were attended by over 300 people, provided one-to-one consultancy support to 72 Clinks members to strengthen their sustainability, and produced a series of resources to support the sector with priority issues.

Commissioning

To support organisations to prepare for widescale commissioning, we developed a number of resources, guides and tools that helped them to assess and improve their readiness for contracting. We also produced guides for commissioners to help them understand and engage with our members, and set up Partnership Finder, our online directory

PERSPECTIVES ON COMMISSIONING

In April 2013 Clinks ran a bespoke training event for HM Inspectorate of Probation that focused on commissioning and procurement, bringing together multi-sector perspectives (voluntary, public and private) to explore changes in the commissioning landscape and the implications for probation inspections.

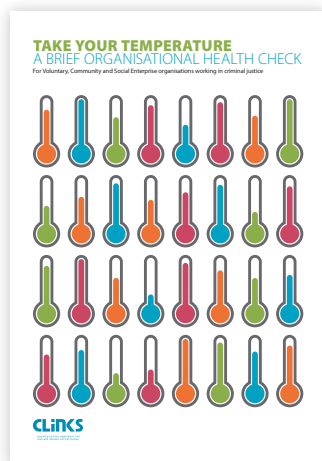
“Thank you for putting together an excellent day's seminar on commissioning and procurement for us. The combination of perspectives from the public, private and voluntary sectors fitted together really well, and was a model of joint working!”

Sally Lester, HM Assistant Chief Inspector of Probation

to help providers build supply chains and facilitate consortia and partnership working within the sector.

To better understand the 'on the ground' experience of commissioning, we carried out a series of interviews with members, and will publish a report setting out a vision for what good commissioning looks like. We also held a discussion event with commissioners and VCS organisations using a 'goldfish bowl' format whereby each group had a round table discussion observed by the other.

Commissioning publications and resources



- Signposting to commissioning resources
- Finance for contracts readiness checker
- A guide for commissioners – how to commission from the VCS
- VCS offer to police and crime commissioners
- Case studies of organisations involved in commissioning.

“ What felt good was the commissioners didn't criticise the providers, which was really helpful. The people from the MoJ seemed to genuinely take on board what people were saying and welcomed the opportunity to speak to people on the ground. ”

'Goldfish bowl' delegate



Kelly Rust of Prisoners' Education Trust spells out her top priority



Delegates at Clinks' annual conference in 2013

SUPPLY CHAIN AND CONSORTIA DIRECTORY

Partnership Finder is our new supply chain and consortia directory that allows you to identify VCS organisations working in criminal justice. Search by service provided, geographical area and track record, to find your ideal partners or build your supply chain.



Cracked Soiled Leaves (HMP Barlinnie). Image courtesy of the Koestler Trust.

Evidence

✓ KEY ACHIEVEMENTS

- ✓ Statistical toolkit
- ✓ Improving your evidence project
- ✓ Lobbying and influencing on the Justice Data Lab.

Collecting evidence and conducting evaluation is vital to ensure your organisation is meeting the needs of service users. Increasingly, policy makers and commissioners are focussing on the need to capture outcomes and evidence the value and impact of services, and this is a key part of the Transforming Rehabilitation reforms.

To help our members understand and achieve this we joined forces with NPC to deliver the Improving Your Evidence project, specifically aimed at supporting the sector to improve their capacity to identify, produce and use good quality evidence and evaluation.

Impact Assessment

Clinks was delighted with the input from members and stakeholders to our Impact Assessment. Your feedback provides a robust endorsement of the work Clinks does, reflecting your trust, respect and regard for Clinks. Thanks to all of you who contributed – it is always reassuring to know Clinks support is effective in assisting you to carry out your valuable and important work. Overall, Clinks has had a good year, in spite of numerous challenges. The more challenging the climate for the VCS working with offenders, the more important Clinks' role is in promoting, supporting and representing the sector. We look forward to continuing to work with you.

MORE ABOUT CLINKS

Documents and publications referred to in this annual review: www.clinks.org/resources

Support our work by becoming a member: www.clinks.org/membership

 Follow us on twitter: www.twitter.com/clinks_tweets

 Subscribe to our weekly ebulletin, Light Lunch: www.clinks.org/subscribe

Staff

Clive Martin, Director

Policy

Ellie Cumbo, Policy Manager (joined 19.08.13)
 Nicola Drinkwater, Policy Officer
 Lesley Frazer, Strategic Development Manager
 Clare Hayes, Senior Policy Officer
 Jessica Mullen, Senior Projects & Policy Officer

Communications & partnership

Kate Aldous, Communications
 & Partnership Manager
 Hazel Alcraft, Membership & Marketing Co-ordinator
 Joe Gardham, Communications Co-ordinator
 Luke Martin, Membership & Marketing Administrator
 Ben Watson, Communications
 Assistant (joined 08.04.13)

Local development team

Nathan Dick, Local Development Team Leader
 Louise Clark, Local Development
 Officer, South West & Wales
 Isabel Livingstone, Local Development
 Officer, South West
 Natalie Maidment, Local Development
 Officer, North East (joined 05.08.13)
 Jilly Vickers, Local Development Officer, London

Arts Alliance

Jessica Plant, Arts Alliance Manager
 Kate Davey, Arts Alliance Communications &
 Administration Assistant (joined 12.08.13)
 Patrice Lawrence, Write to be Heard
 Project Co-ordinator (joined 22.04.13)

Office

Richard Nicholls, Programme Manager
 Jean Coates, Office Manager
 Robert Price, Events Co-ordinator
 Anne Taiwo, Finance Manager

Management Committee

Julian Corner
 Robert Fulton
 Lucy Gampell OBE
 Norma Hoyte
 Peter Kilgarriff (resigned 15.02.13)
 Fergus McNeill
 Dame Anne Owers
 Steve Rawlins
 Tim Robertson

Officers

Chair: Dame Anne Owers
 Treasurer: Robert Fulton
 Company Secretary and Director: Clive Martin

Thanks

Thanks to the following staff who left us during the year: Helen Coombe, Lesley Frazer, Clare Hayes, Katie O'Donoghue and Clare Taylor. Our thanks also go to long serving trustee Peter Kilgarriff who has been an enormous supporter of both Clinks and the VCS over many years.

Professional advisors

Auditors: JWPCreers LLP, Chartered Accountants, York
 Banks: CAF Bank Ltd, West Malling / HSBC, York / Scottish Widows, Edinburgh

Name and registered office

Clinks is a registered charity no. 1074546 and a company limited by guarantee, registered in England no. 3562176.
 Registered office: 59 Carter Lane, London EC4V 5AQ
 Tel: 020 7248 3538 E-mail: info@clinks.org
 Web: www.clinks.org

Governing document

Clinks is a company limited by guarantee and a registered charity governed by its Articles of Association.

Financial information

A summarised version of our accounts for the year to 31 March 2013 is shown on pages 16-17. A full set of audited accounts is available from our registered office.

**LESLEY
AWARDED
MBE**



Clinks is delighted to announce that Lesley Frazer, former Clinks Strategic Development Manager,

has been awarded an MBE. Announced in the 2014 New Year's Honours list, the MBE was awarded for "services to law and order and criminal justice" during her time at Clinks.

Lesley was previously Policy Manager at Clinks for five years during which time her contribution to Clinks and support to the VCS working with offenders was enormous.

Lesley left at the end of December 2013 to become the Chief Executive Of Wiltshire Care Partnership. We are sure that all Clinks members and supporters will join us in wishing her well in her new post.

Clinks Director Clive Martin said: "This is a timely tribute to the fantastic role Lesley has played in Clinks. We will miss her talent, commitment and support, and wish her every success in her new role." Lesley said: "I am thrilled to get this award in recognition of my work at Clinks."

Summary of accounts

Statement of financial activities (incorporating income and expenditure account) for the year ended 31 March 2013

	Unrestricted funds	Restricted funds	2013 total	2012 total
	£	£	£	£
Incoming resources				
Incoming resources from generated funds				
Voluntary income	255,000	–	255,000	75,258
Activities for generating funds	18,308	–	18,308	14,760
Investment income	12,625	–	12,625	13,663
Incoming resources from charitable activities	165,513	1,613,603	1,779,116	1,583,490
Total incoming resources	451,446	1,613,603	2,065,049	1,687,171
Resources expended				
Charitable activities	362,348	1,644,889	2,007,237	1,734,800
Governance costs	13,241	–	13,241	10,356
Total resources expended	375,589	1,644,889	2,020,478	1,745,156
Net income/(expenditure) for year	75,857	(31,286)	44,571	(57,985)
Transfers between funds	(2,371)	2,371	–	–
Net movement in funds	73,486	(28,915)	44,571	(57,985)
Total funds brought forward	488,023	248,599	736,622	794,607
Total funds carried forward	561,509	219,684	781,193	736,622

Thanks

We'd like to thank the following for their financial support during 2013:

The Tudor Trust	3SC
Monument Trust	Paul Hamlyn
Home Office	J P Getty
Barrow Cadbury Trust	Esmee Fairbairn Foundation
Ministry of Justice	Northern Rock Foundation
NOMS	Trust for London
City Bridge Trust	Department of Health
Dulverton Trust	

Auditor's statement

In our opinion the summary financial statement is consistent with the full annual accounts of Clinks for the year ended 31 March 2013.

JWPCreers LLP, Chartered Accountants
and Registered Auditors

Statement of the trustees

The Summarised Financial Statements are not the full statutory accounts, but are an extract thereof, containing a summary of information relating to the Statement of Financial Activities. The full statutory accounts have been audited and received an unqualified report from the auditors, JWPCreers LLP. They were approved by the Trustees on 31 October 2013 and have been submitted to the Charity Commission and Companies House. A copy of the full statutory accounts, auditors report and trustees' annual report can be obtained from our registered office.

Robert Fulton, Treasurer



CLiNKs
supporting voluntary organisations that
work with offenders and their families



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