

**CLiNKs**

Supporting the voluntary sector  
working in the criminal justice system

# Annual report and financial statements

For the year ended 31 March 2020



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# Annual report and financial statements

**For the year ended 31 March 2020**

The trustees present their report and the audited financial statements for the year ended 31 March 2020.

**Part 1** of this report looks at Clinks' work towards our strategic objectives over the period of 1 April 2019 to 31 March 2020. It sets out our activities, achievements and plans for future work, under each objective, and work we've completed towards the goals we set ourselves in our strategy to 2022 – *Creating change together* – which began on 1 April 2019.

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 have considered how planned activities will contribute to the aims and objectives that have been set.

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# Part 1

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## Annual report

## Our charity

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### Our vision is of...

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

### Our mission is...

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.

**Towards the end of the 2019-20 year, the government introduced national restrictions in response to the Covid-19 pandemic. During March 2020 Clinks started work to understand the potential impact of the pandemic on voluntary organisations working in the criminal justice system, and worked closely with Her Majesty's Prison and Probation Service to make sure organisations' concerns were heard and to help answer their questions.**

**For our staff team's safety we began working from home and our events and training programme started to adapt to online delivery. Supporting our team and our members during this time became our priority, meaning some reorganisation of our planned work.**

**In Part 1 we report on our achievements throughout the financial year, and our plans for the year ahead.**

## Promote

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

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

## Our achievements

### Delivered a comprehensive communications programme

During 2019-20 we undertook a range of communications activity to promote the vital work of the voluntary sector working in criminal justice, amplify members' voices, provide accurate, timely and relevant information, assist our advocacy for the sector and influence decision making. Clinks' communications were praised in the 2019 Impact assessment, particularly our weekly newsletter Light Lunch, and blogs and ebulletins focussed on criminal justice policy.

"Light Lunch is a very very useful resource, it's useful for information and it reminds people that Clinks is here working on your behalf."

Voluntary sector telephone interviewee

168 ebulletins and mass mailings were distributed to our audiences in total. These delivered the latest news, information and updates to subscribers on a range of topics of interest. This included:

- Over 50 editions of our weekly Light Lunch ebulletin, to over 13,000 subscribers, and 'newsflashes' to this audience up to twice weekly. Every edition of Light Lunch gives voluntary organisations a platform, in an accessible format, to promote news, opportunities, publications, events, job vacancies, and amplify their voice.

- 12 editions of our Health and justice bulletin to over 2,200 subscribers, delivering news to organisations working across health and criminal justice, as part our work with the VCSE Health and Wellbeing Alliance.
- 12 editions of our Policy briefing ebulletin to over 2,300 subscribers, with the latest news and developments in criminal justice policy, updates on Clinks' policy work, government announcements, publications and blogs, focussed on areas of interest to members.
- 4 editions of our quarterly Women's criminal justice bulletin to over 400 subscribers, with specific news tailored for specialist organisations working with women, and others with an interest in this area of work, alongside articles amplifying calls to action and campaigns from organisations working with women.
- 12 editions of our monthly National Criminal Justice Arts Alliance (NCJAA) newsletter to over 5,200 subscribers, for organisations and artists using arts across the criminal justice system, and those with an interest in this work.

We regularly updated our website with the latest relevant information split across subject areas we focus on. Website users also continued to engage with and populate areas of the website, including our jobs board and directories. The most popular area of our website through the year was the jobs board, receiving over 150,000 of the 605,000 page views the site received. Popular pages also included our Directory of Offender Services (with nearly 50,000 page views), the home page, events, publications and blogs.

We published 39 publications during 2019-20. Over 16,000 documents were downloaded from the website, which indicates the popularity of Clinks' published material, including reports, guides, briefings and consultation responses. The most popular publications included *Crime & Consequence: What should happen to people who commit criminal offences*, *The state of the sector 2019*, our briefing on *The proposed future model for probation*, and *Whole prison, whole person: How a holistic approach can support good mental health in prison*.

## Maximised Clinks' reach

We explored use of webinar technology – which we plan to fully utilise in 2020-21 – to increase the reach of our events and training offer through digital means and make these more accessible to people working across England and Wales including where travel is a barrier to attending, especially for smaller specialist organisations.

We posted 61 blogs on our website, which received over 40,000 page views. This is an 80% increase on the previous year. 7,000 of these page views were of our blog *Understanding the HMPPS grant programme for 2020-2022*. Blogs on the Clinks and NCJAA website covered a range of topics highlighting our members' work, and briefing the sector on key issues. Topics included probation reform, creative work in the criminal justice system, the state of the sector, the Farmer Review work, the Reducing Reoffending Third Sector Advisory Group, prison education commissioning, updates in policy and government staffing, political party manifestos, government grant programmes, the impact of Covid-19 in March 2020, and much more.

Our reach through social media increased this year, with 14,953 followers of our main [@Clinks\\_tweets](#) Twitter account at 31 March 2019 (a 15% increase on the previous year), 5,315 followers of the National Criminal Justice Arts Alliance [@Arts\\_CJS](#) Twitter account, 685 followers on LinkedIn and 626 likes of the NCJAA Facebook page.

Throughout the year we have promoted the work of the sector in our media work resulting in a range of coverage including:

- *Clinks urges government to commission charities directly for probation services* on [thirdsector.co.uk](#)
- *Provide grants to probation charities or lose sector's support, Clinks tells government* on [civilsociety.co.uk](#)
- *Plans to bring probation services back to the public sector 'an opportunity'* on [thirdsector.co.uk](#)
- A television interview with CEO Anne Fox on the BBC News Channel on plans to bring probation services under public ownership

- A radio interview with Director of Influence and Communications Jess Mullen on BBC Radio 4 Today Programme on the changes to probation services
- An article by Policy Manager Nicola Drinkwater on the Farmer Review for Independent Monitoring Boards magazine
- An interview with National Criminal Justice Arts Alliance director, Jessica Plant, who spoke to *The Stage* about theatre in prisons
- Jess Mullen was quoted in *Half of jailed women committed crimes to support another person's drug habit*, published on [telegraph.co.uk](https://www.telegraph.co.uk)
- Jess Mullen was quoted in *The Ministry of Justice's prisoner risk algorithm could program in racism* on [newstatesman.com](https://www.newstatesman.com)

We provided our audience with printed copies of our key publications. These included 700 copies of our *Annual report 2018-19*; 700 copies of our *Impact assessment 2019*; and 750 copies of *The state of the sector 2019* printed and sent by post to members and other stakeholders, including prison and probation staff, government officials and funders.

## Provided thought leadership

This year Clinks and the National Criminal Justice Arts Alliance led the work of the Monument Fellowship in creating *Crime & Consequence* – a volume of essays and creative contributions on an important question in the discourse on criminal justice reform: What should happen to people who commit criminal offences?

The book explores the range of stages in the criminal justice system including arrest, community sentences, prison sentences and release. It reflects on how we might better address specific types of crimes and treat different groups of people who commit them. It brings together reflections which include the role of imprisonment, community penalties and responses to crime which speak to the impact of experiences including early childhood trauma and deprivation. Alternative responses to certain types of crimes are addressed including sexual offending, murder and hate crime. Some authors also look at alternative ways in which certain groups of people might be supported including women, children and young people, and people with speech, language and communication needs.

Through our extensive network, Clinks and the Monument Fellowship partners are able to provide a range of perspectives from the UK, US and Europe. This includes, through Clinks member the Prison Reform Trust, the views of 10 people who were serving prison sentences at the time of writing. Koestler Arts provide a selection of images of artistic pieces from people in custody from its exhibitions adding greatly to the book's ability to impact on the reader.

### At 31 March 2020, we:

- Had 1,329 downloads of the electronic copy of the book from the Clinks website.
- Distributed over 200 hard copies to funders, statutory stakeholders, contributors and voluntary organisations directly. 1,000 were printed in total which are being distributed via the Fellowship.
- Sold 83 copies of the book through Koestler Arts.
- Published five blogs and additional insights raised by the book on our website.
- Had 2,604 streams of podcast episodes, hosted by Prison Radio Association, which disseminated the book content through readings of essays by the authors, available publicly and broadcast on National Prison Radio.

## In 2020-21 we will...

- Continue to champion the work of the sector and its value, support the sector to promote their own work, disseminate good practice examples, and connect the sector to funding
- Respond to the challenges of meeting our audience's needs for accurate timely information regarding Covid-19, using our channels flexibly where needed
- Fully utilise webinar technology to increase the reach of our events and training offer, especially in the context of Covid 19
- Populate a hub on our website on Covid-19 to provide one place for our sector to find examples of how our members are adapting services, our key policy messages, Clinks' activity to support the sector, frequently asked questions on the subject, how we're advising Her Majesty's Prison and Probation Service and the Ministry of Justice, and signposts to other useful sources of support.

# Support

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

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

## Our achievements

### Developed and supported our area networks

Clinks' Area Development Team provided support to, and representation for, voluntary organisations working in the criminal justice system on a wide-range of regional and sub-regional strategic boards in the North East, North West, West Yorkshire in England and across Wales. These included:

- Reducing Re-offending Boards
- Local Criminal Justice Boards
- Cross-sector thematic groups to influence and ensure sector involvement around specific policy and priorities within the criminal justice system supporting women, accommodation and health needs.

We engage with senior colleagues in local areas, which include:

- National government in Wales
- Local and devolved authorities
- The National Probation Service
- Police and Crime Commissioner offices
- Community Rehabilitation Companies
- Prisons.

This engagement ensures the valuable work and role of the voluntary sector is promoted and involved in commissioning and co-commissioning processes and partnership opportunities in each area.

Over 200 people attended 10 Regional Criminal Justice Forum events held in the North East, North West, West Yorkshire and Wales. These events enabled individuals and organisations working in the criminal justice system to hear about national and local policy developments, understand how changes and priorities may impact the services they deliver and gave attendees the chance to highlight current opportunities and challenges they faced in their local areas. They provided a platform for members to showcase their work to both voluntary and statutory sector representatives, which increased joint working opportunities and good practice sharing.

Our Area Development Team carried out 74 member visits over the year and provided information and support across a range of areas, including:

- Funding challenges
- Promoting links between organisations
- Wider and cross-sector partnership working
- Support through difficulties navigating the criminal justice system, particularly around access to and working in prisons
- Developments within the probation reform agenda to increase opportunities for the sector.

### Extended our support across England and Wales

In 2019-20 we were awarded funding from City Bridge Trust for a London Development Officer post to sit within our Area Development Team and this post will commence in 2020-21. We have continued to build relationships with key stakeholders and commissioners in unstaffed areas to identify areas of need and to assess priorities in order to develop support proposals. We will continue to provide an online platform for all areas to come together and will engage with regional probation structures to highlight the need for sector support during the probation reform agenda and procurement/commissioning processes. In March 2020 we made it easier for organisations working in unstaffed areas to receive support by providing networking and criminal justice forums online.

## Built on our training and events offer

During 2019-20 we held 37 events attended by 1,394 people which supported our members and the wider voluntary sector in their work. Due to the Covid-19 pandemic, we were forced to postpone some events in the final months of the year, but successfully transferred them to online delivery. Delivering events and training online has led to an increase in attendance and participation from the voluntary sector.

Our annual events programme includes quarterly thematic forums which are all well attended. Responding to feedback in our *Impact assessment* – published in November 2019 – we have encouraged greater membership participation in events, which has involved making a key part of our forums a showcase of members' work.

Our Annual Conference 2019 was themed to echo our strategy for 2019-2022, *Creating change together*. Workshops were delivered by a diverse group of members who discussed their work and included practical tips on how to include service user involvement and prisoners' voices into organisations' work. The day finished with a moving and thought provoking debate on amplifying the voice of experts by experience which left our audience inspired to create change themselves.

"From this event I'll take away a sense of the profound strength and volume of voices with lived experience and how they can change the systems and processes we are all involved in."

Annual Conference 2019 delegate

## In 2020-21 we will...

### Continue to explore and increase our reach

Clinks will work with the voluntary sector to identify and overcome the challenges that the sector and its beneficiaries face. Emerging issues include finding effective new ways of working face-to-face in the context of Covid-19 that are safe for staff, volunteers, and meet the needs of individuals in all criminal justice settings.

Covid-19 has had a devastating impact on the black, Asian and minority ethnic (BAME) community. We are also beginning to see a welcome renewed focus to challenge structural racism across the world. Next year we will continue to explore with BAME-led organisations the additional value and support Clinks can provide in this context. We aim to continue to be a strong ally to these organisations, amplifying their voices wherever possible and working in partnership to challenge discrimination and push for race equality within the criminal justice system.

Covid-19 has had a huge financial impact on voluntary organisations. We therefore need to identify and support sustainability options for the voluntary sector, and not only ensure that organisations survive, but are able to thrive in a very different working environment as a result of Covid-19.

We've found the use of digital technology has been fundamental during the early weeks of the pandemic to enable work and engagement to continue, especially with vulnerable groups. This is an area where opportunities lie to extend our reach to make sure that all voluntary organisations working in the criminal justice system can access the training, networking and support Clinks provides. We are planning to utilise online events in the future to broaden our reach to unstaffed areas and to involve voluntary organisations in more of the planning of our events.

# Represent

## Clinks represents and advocates for the voluntary sector and its service users.

By 2022 we will build on our established reputation as a trusted advocate and work with a range of UK and Welsh government departments, national and local agencies. We will be widely known for our ability to connect people with practical expertise in an impactful way with those developing policy and services.

## Our achievements

### Understanding the needs, experiences and challenges of our sector

Throughout the year we have regularly engaged with voluntary organisations to understand their needs, experiences, challenges and successes in the context of a continually changing policy and operating environment.

We published our annual State of the sector research in November 2019. We heard from 245 organisations – the highest response rate we have ever received to our State of the sector research – and analysed the financial information from 1,475 organisations. The report is the most comprehensive account of the sector's experiences we have and it serves to outline some of the entrenched challenges it faces. Many of the findings echoed those of previous years. We found people's basic needs are not being met by the criminal justice system, which demonstrates that the strategies and policies developed to address the issues people face in the criminal justice system and beyond are simply not keeping pace with their breadth and severity.

We have continued to hold consultation events with voluntary organisations, whenever possible, to contribute their knowledge and expertise to our responses to the government and other

stakeholders. Where possible we have held specific workshops to inform our consultation responses, including those that informed our joint response to the Justice Select Committee inquiry into children and young people in custody, our response to HM Inspectorate of Prisons' consultation on expectations for women, and our responses to the probation review programme. Over 36 organisations contributed to these workshops, and we heard from many more organisations at events to support our State of the sector research and at our networking forums, amongst others.

### Built and maintained relationships with the government to represent the sector

We have proactively developed and maintained relationships with key government stakeholders to represent the sector. This activity has extended across Whitehall through engagement with government departments and select committees including the Cabinet Office, Department For Health, Department for Media, Culture and Sport, Department for Work and Pensions and the Ministry of Housing, Communities and Local Government as well as Welsh Government.

We continue to sit on a number of influential advisory boards, including:

- The Advisory Board for Female Offenders, convened by the Ministry of Justice
- Her Majesty's Prison and Probation Service's (HMPPS) Family Strategy Working Group to inform the implementation of the recommendations of the Farmer Reviews into family ties for people in contact with the criminal justice system
- All Wales Criminal Justice Board and Women in Justice in Wales board
- HMPPS External Advice and Scrutiny panel for the implementation of the Lammy Review recommendations.

Our involvement on these advisory boards enables us to not only raise the needs and issues experienced by the sector but to inform it of key policy and practice developments.

The Reducing Reoffending Third Sector Advisory (RR3) Group continues to meet quarterly and is growing from strength to strength. The RR3 provides the key interface between the voluntary sector and the Ministry of Justice, in order to increase mutual

understanding and build a strong and effective partnership. We reviewed and refreshed the group's membership this year to make sure it remains representative of the sector and have welcomed a number of new members. The RR3 continues to engage regularly with senior officials and has met with Minister of State Lucy Frazer QC MP.

## Influenced policy and practice

In total we submitted written responses to 18 consultations and calls for evidence, based on evidence from the voluntary sector gained through consultation and ongoing engagement. We saw our evidence and recommendations reflected in the work of select committees and in the development of policy by government departments. Working to influence change often does not yield immediate results, but in 2019-20 we have seen some key successes including:

- Informing the development of the probation reform programme and influencing the way in which voluntary organisations will be commissioned in the future. Our successes include a specific contract lot for specialist women's services, and a number of market stewardship principles and supply chain protections based on the recommendations from our #trackTR research. This work is ongoing and we still have a number of policy asks.
- Following two years of consultation and many more years of advocacy by Clinks and the National Criminal Justice Arts Alliance network, Arts Council England published its strategy for 2020-30. In the strategy it commits to work in the criminal justice system and with the voluntary sector to support communities and deliver its ambitions to enable a truly creative society.
- Working in partnership with the Prisoner Learning Alliance, we have highlighted the challenges facing voluntary organisations applying for contracts through the Prison Education Dynamic Purchasing System leading to the maximum contract length being extended from one to two years.
- Clinks and the NCJAA submitted a response to the Digital, Culture, Media and Sport Select Committee Inquiry into the social impact of participation in culture and sport. We welcomed the committee's recommendation for a joint review into arts in the prison estate and have been proactively working to influence its development.

## In 2020-21 we will...

The criminal justice policy environment has been characterised by considerable change in recent years and 2019-20 saw an even greater shift in policy direction. The government announced a sentencing review to explore a change to legislation so that people who have committed serious violent and sexual offences spend longer in prison. This new external policy environment challenges some of the central values of the voluntary sector working in criminal justice and it will therefore be vital for Clinks to continue to advocate for the sector, its work and the principles that underlie it.

We will maintain our strong relationships with the probation review team and continue to advocate for how the voluntary sector can be best engaged in the delivery of services alongside probation. In particular, this will include advocating for the need for specialist services for people from BAME backgrounds, delivered by BAME-led organisations, and for good commissioning practices including the appropriate use of grant funding. We will ensure we keep the voluntary sector up to date on this complex policy area. Our programme of work funded by the Lloyds Bank Foundation for England & Wales will support this further, providing resources and support to engage with new probation area structures and other criminal justice stakeholders who will be working alongside them.

As the Covid-19 pandemic continues, we will track the impact on the voluntary sector working in criminal justice. We will highlight that the work of the sector is never more needed in the response to the pandemic, advocate for resources for organisations and ensure that they have the information they need to continue supporting individuals at a challenging time.

We will support the sector to understand any future policy announcements and proposals on sentencing and their implications for the prison and probation operating environments and voluntary sector organisations working with them. We will facilitate the sector to come together and respond with a coherent voice.

We will continue to advocate for the needs of vulnerable individuals and those that experience the poorest outcomes in the criminal justice system and the specialist organisations that support them. We will challenge discrimination, racism and inequality in the criminal justice system and push for progressive initiatives and policy solutions to these issues as a priority.

We will continue to identify ways in which our policy work can be based on the needs and priorities of the voluntary sector. We will review our policy priorities in the context of the impact of Covid-19 and provide opportunities for voluntary organisations to work with us in coproducing our priorities and positions.

## Identify solutions to challenges

**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.

## Our achievements

**Provided support for specialist organisations who work with women**

Throughout the year we have increased our understanding of the needs and challenges faced by specialist organisations who work with women. We have continued to convene national regional meetings of the women's network, held quarterly and when need arises. Key themes throughout the year were: the sustainability of gender-specific services for women; and effectively involving women with lived experience. We carried out a review of how our women's network operates and conducted a survey to identify priorities. We used the findings to design a new capacity building programme and develop a more effective approach to network meetings to be implemented later in 2020.

The capacity building support programme, funded by the Ministry of Justice, began in November 2019 and will continue throughout 2020. The aim is to strengthen leadership and build skills and knowledge in specialist organisations working with women. We developed emerging leaders through a coaching and mentoring scheme and provided expert seminars and training courses. Initial evaluation is positive, with early signals that the programme is well-received and having a beneficial impact.

## **Worked in partnership with, and as an ally to, BAME-led organisations**

We have continued to highlight the vital work of BAME-led organisations providing specialist services to BAME people in the criminal justice system, and to work as an ally to them. We've continued to amplify the voices of those challenging the racism and discrimination experienced by BAME people in the criminal justice system. We worked in partnership with EQUAL and the Barrow Cadbury Trust to consult with BAME-led organisations in order to inform our response to the Justice Committee's inquiry into children and young people in custody, in which we focused specifically on the experiences of BAME children. We also supported the Barrow Cadbury Trust to bring together criminal justice funders to consider their role in challenging race disparities in the criminal justice system and through this work identified and supported a number of BAME-led organisations to present their work to this audience.

## **Supported, promoted and represented organisations working with the families of people in the criminal justice system**

In 2019-20 we continued to bring together organisations supporting families of people in prison. We convened meetings of organisations providing contracted services to the prison service with the HMPPS families team. This enabled information to flow to organisations on developments within the prison service and provided a facility to feedback concerns and comments about the operational environment in prisons.

All contracted-out prison family services are provided by family support organisations in our network, so these meetings were especially useful when Covid-19 struck. We were able to support communication flow, and organisations and HMPPS were able to work out detailed issues in relation to the value and deliverables of contracts while visits were suspended.

Earlier in the year we ran a family engagement project in three prisons taking part in the Ministry of Justice's 10 Prisons Project to look at how family ties could support prison improvement. Think Family was a partnership with Clinks members working in those prisons and resulted in packages of support for the three prisons involved. Resources were developed for voluntary organisations and prisons across the country from the learning gathered.

Throughout the year we also represented voluntary organisations in implementing the Farmer Review recommendations and supported the follow-on review into the family support needs of women in the criminal justice system. During this work we again worked alongside Lord Farmer and as part of his advisory group. We also sit on the HMPPS/MoJ Family Services Working Group to influence the implementation of both reviews' recommendations.

## **Advocated for service user involvement**

In 2019-20 we relaunched our service user involvement network and continued to highlight the value of the knowledge and insight that people with lived experience of the criminal justice system bring to policy and practice. We also supported the #Fairchecks campaign, led by Unlock, which highlights the barriers that a criminal record can have to accessing education, employment, volunteering and housing and calls for a review of the legislation.

The government response to the tragic events at Fishmonger Hall in November – when two young people involved with a member organisation lost their lives – presented challenges to organisations, their belief in the potential of everyone to transform their lives, and the power of working together to support people to do so. We hosted an event, alongside members and partners, to explore how we can balance supporting people in the criminal justice system effectively while keeping staff and volunteers safe in the context of the current state of the system.

## **Better understanding of multiple and complex needs**

Alongside Homeless Link and Mind, Clinks is a founding member of the Making Every Adult Matter (MEAM) coalition. Our MEAM Partnership Managers in the South West and North East have continued to support and develop local areas 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. Our work has led to increased understanding around multiple disadvantage which has encouraged increased co-commissioning opportunities. Clinks' Partnership Managers have done this through a series of Learning Hubs and support to develop a number of strategic forums in local areas. We have also worked as part of an embedded policy team with colleagues across the MEAM coalition to highlight policy recommendations to address multiple disadvantage based on learning from practice in MEAM Approach areas.

## Supported and promoted the arts in the criminal justice system

2019-20 has been an exciting and productive year for the National Criminal Justice Arts Alliance (NCJAA). Across the year we brought our network together through 13 events with a total of 311 delegates. In June 2019 we published *Enhancing arts and culture in the criminal justice system: a partnership approach*, a good practice guide which had a foreword from both the then Parliamentary Under Secretary of State for Justice Edward Argar MP and the CEO of the Arts Council England, Darren Henley. We also published the 2018-19 annual review, *A stronger Alliance*. These publications were both launched at our annual meeting held at FACT in Liverpool, where we saw performances and workshops from our network.

In October 2019 we began work on Inspiring Futures, a pioneering three-year programme of work, which combines creative activity in prisons and community settings with action-led research. Led by the NCJAA, Inspiring Futures brings together eight leading arts in criminal justice organisation and the University of Cambridge's Institute of Criminology. Covid-19 has had implications for the network we support and our own activity, including a serious impact on the Inspiring Futures project timetable. Every effort is now being made to revise a timetable that works for all partners to achieve the programme of work.

## Disseminated the principles of *The good prison: Why voluntary sector coordination is essential*

The voluntary sector coordination model we outline in *The good prison* has real benefit for the criminal justice system and for more effective partnership working in prisons. We undertook some work to understand the model better from the perspective of prisons and prison groups who may wish to commission it and have started to map out ways to engage more prisons in the future.

Further work on this project in prisons has been challenging in 2019-20. We have identified a partner prison to roll the project out further and hope to secure funding in 2020-21 to do so.

## Represented the health inequalities people in the criminal justice system experience and the role of the voluntary sector in addressing them

We continued this work through our membership of the VCSE Health and Wellbeing Alliance, in partnership with Nacro. The Alliance is a partnership between the Department of Health and Social Care, NHS England and Public Health England and 21 national voluntary sector organisations and consortia. Through this work we have influenced health and care partners to understand the unique health needs of people in the criminal justice system. We have worked in collaboration with voluntary sector partners representing inclusion health groups – such as people experiencing homelessness and Gypsy, Roma and Traveller communities – to amplify our messaging to health policy leads.

We have achieved greater engagement and stronger relationships with key policy leads in the NHS England Health and Justice Team, enabling us to advocate for the role of the voluntary sector working in the criminal justice system in the development and implementation of key health and justice interventions. As a result of engagement with the government's community sentence treatment requirement (CSTR) programme in 2019-20, where we consulted with voluntary sector practitioners and service users about their views on the programme, a process evaluation report on CSTRs was published in June 2019 which referenced the insights of the focus groups throughout.

We continued to share key information on vital health and justice policy developments, events, resources, publications and funding opportunities through the monthly distribution of our health and justice bulletin, which reaches over 2,200 people.

## Supported the financial sustainability of the sector

During 2019-20 we continued our partnerships with the City of London philanthropic community. The Lord Mayor of the City of London's theme for the year from the autumn enabled the inclusion of the work of the voluntary sector in criminal justice. He led a number of activities to promote the work of the sector and the value of supporting it. The highlight of this was the 'Insider's view of prisons and probation' event at Mansion House in December 2019 with an audience drawn from leadership across livery companies and charitable institutions across the country and the City of London. Clinks members were able to showcase their services through performance, presentations and exhibition stalls and we continue to build relationships with those who attended.

As the year concluded, we saw the initial impact of Covid-19 on the organisations we support. We responded by quickly gathering information about their financial health and funding needs. Through our established relationship with the Association of Charitable Foundations and individual funders we were able to provide information to support the understanding of the impact of the crisis on organisations in criminal justice. This was invaluable given the reliance of voluntary organisations working in the criminal justice system on charitable funding, especially smaller and more specialist organisations.

We continued to develop new and existing relationships with funders. We did this through the provision of information and evidence from our State of the sector research directly to funders and through the Association of Charitable Foundations. We held 19 meetings with funders in addition to presentations to groups of funders and dissemination of information.

## In 2020-21 we will:

- Re-launch the women's network and continue to deliver a programme of capacity building support to specialist organisations working with women.
- Continue to work as an ally to BAME-led organisations, highlighting their vital work responding to the challenges faced by their communities and using our position to amplify their voice and ensure their views are heard. We will aim to establish a specific network within Clinks focussed on the specific needs of organisations led by and for black, brown, Gypsy, Roma and Traveller people.
- Support organisations working with families throughout the Covid-19 crisis. Family work will be much changed and we'll need to find new ways of working with prisons.
- Work with organisations and HMPPS towards the recommissioning of family services scheduled for 2021, feeding in lessons learned from the previous process and the experience of service delivery under the current contracts.
- Increase Making Every Adult Matter support to a wider number of areas to develop better partnership working and commissioning structures to support individuals facing multiple disadvantage.

- Work towards ensuring that the benefits of creative activity are felt by people in prison and probation settings, as well as bringing these settings to the attention of wider communities.
- Run a further pilot of our voluntary sector coordination project in a London prison, dependent on funding, in the context of Covid-19. We aim to show the value of coordination at such a time and build the case for investment.
- Continue to influence key health and justice initiatives and ensure that the needs of people in contact with the criminal justice system are incorporated into more mainstream health and social care policy.
- Continue to understand the needs of organisations working with prisons and probation services in the context of Covid-19 and recovery. Support organisations as they adapt to a new normal and meet people's needs in this context.
- Continue to advocate for the health and safety of people in contact with the criminal justice system during Covid-19 and support the voluntary sector to continue delivering vital health services. We will endeavour to engage frequently with the voluntary sector delivering health services in the criminal justice system to understand the impact that Covid-19 is having on their organisation and service users, and use this information to influence the government to support the sustainability of the sector.
- Support the financial sustainability of the voluntary sector during Covid-19 – this will be a major priority for Clinks. We will build evidence of the impact, and need for support, through monthly surveys and disseminate this learning to statutory and charitable funders and to commissioners. We will work closely with the Association of Charitable Foundations and the Lord Mayor of the City of London in doing this.

# Efficient and effective

**Clinks is effective, efficient and professional in our work and operations. We ensure we have the systems, resources and processes to achieve maximum impact.**

By 2022 we will grow our membership and the number of paid and voluntary practitioners we have regular contact with. We will be effective users of digital technology to reach and support small and specialist organisations that have limited resources. We will retain a valued core staff team with the skills and expertise to meet the needs of our sector. We will continue to generate income in a way that supports our core functions without compromise.

## Our achievements

### Increased membership engagement

On 31 March 2019 we had 545 members, including 150 members who meet the criteria needed to receive membership for free – a quarter of our membership. We have seen a small reduction in members not renewing their membership and a small gain in new memberships. In 2019-20, Clinks' full membership was open to all voluntary sector organisations that agree with our aims and free to those with an income of under £30,000.

Clinks' membership engagement strategy for 2019-20 encouraged face to face meetings and personal contact with our members. Providing a consistent and much needed programme of training, consultations and events for members to attend and showcase their work has increased engagement between Clinks' staff and members. Our *Impact assessment* indicated that members would like more opportunity to be involved in our events. Therefore, over the course of the year we showcased over 55 member organisations' work at forums, network meetings, our annual conference and 'Insider's view of prisons and probation today' event.

### Assessed our impact

Our *Impact assessment*, which we commission every three years, was once again extremely positive in 2019 and highlighted the success of our work as well as giving us information on areas for development towards reaching our goals. The assessment was carried out by an independent assessor, who collected survey responses and held a number of interviews with stakeholders to understand the impact Clinks has and is making. One of those interviewed commented:

**"Without Clinks, service users and the voluntary sector would have far less voice. It would be damaging to small and medium-sized organisations to be without Clinks."**

*Impact assessment 2019*

Some of the main findings include:

- 91% of respondents agreed that Clinks keeps those working in criminal justice informed about issues that affect them
- 79% agree that Clinks has helped develop skills, knowledge and relationships to further their work
- 84% agree that Clinks is effective in promoting the role and value of voluntary organisations to decision makers and funders.

We are using the findings of this assessment to inform our practice and support for voluntary organisations.

### Restructured our senior staffing to better deliver on our strategy

Towards the latter part of the year we restructured our senior staffing to provide dedicated leadership on each of our five strategic objectives. Much of what is in our strategy represents business as usual in many ways but there are also areas where we aim to develop more.

In this restructure we said goodbye to two of our staff who had each been with us for almost 12 years and decided to take voluntary redundancy.

We made these changes to continue to be the charity organisations can rely and call on in good times and in challenging times. We are building on success over 21 years, growing from a small project to an established national charity serving a diverse sector across England and Wales.

In this restructure we have created a new senior leadership group which includes our CEO and two new director roles to work alongside our Board of Trustees on specific strategic areas and objectives.

We have also created two new dedicated senior manager roles to assist the CEO and the board with delivery on Clinks' fifth strategic objective.

### **Recruited the talent and skills needed to govern our charity**

During 2019-20 we recruited two new trustees. We aimed to bring in specific areas of expertise aligned to the areas for growth in our strategy. As part of our focus on more effective support for black, Asian and minority ethnic (BAME) organisations and the improved outcomes needed for BAME people disproportionately represented in the criminal justice system, we recruited a trustee to bring significant academic and practitioner experience in understanding the impact of structural inequality and racism on effective outcomes for BAME people, including BAME young adults.

With a priority in our strategy to deliver better support for organisations supporting families, and those working in prisons, we also recruited a trustee with significant experience in managing prisons and working within the prison service with responsibility for commissioning effective support for family ties. We feel this expertise will better enable us to understand the practical challenges facing the prison service and charities working with them and could inform our future approaches in these areas.

Both of these trustees also have significant operational prison and probation experience and we are delighted to have their skills and talents on our board in helping us critically assess the operating environment for charities and social enterprises we support as well as for Clinks.

### **Moved on to move forwards**

Towards the end of 2019-20 the charity moved to a new office premises to house staff working in London. Our previous premises suited our needs when we first moved there in August 2015. Since then our team has grown – we now have more full time staff in particular. We also aim to deliver more training in-house. We carry out much of our work through meetings and stakeholder events and therefore need access to affordable, accessible meeting space.

We decided that we needed to retain a central London presence both for proximity to the Ministry of Justice and Her Majesty's Prison and Probation Service and other government departments where our relationships are more senior and our contact is frequent, but also to be centrally located for our non-London based staff to be able to more easily meet and work with their colleagues.

This investment has meant costs have risen but we feel it is necessary for staff retention and wellbeing and will reap rewards in productivity. We also have some room for further team development and growth which aligns with our strategy and our own space to support our sector through training. We were delighted that despite high market rates for our preferred location we were able to get a good office space within a building managed by another charity. We contracted with Clinks member Bounce Back to do the fit-out and decorating and so were able to support a voluntary organisation working in the criminal justice system in the process.

### **In 2020-21 we will:**

- Rethink our membership retention policy, in the context of Covid-19, as we're concerned that small and specialist organisations will cease to exist or operate in criminal justice because they cannot sustain themselves through the pandemic. In 2020-21 voluntary organisations will not be charged for Clinks membership.
- Build on our efforts to act as an ally to BAME-led organisations by exploring what Clinks needs to do to become an anti-racist organisation, set out a plan and start to undertake work to embed this ambition in all areas of our work. This work will learn from our members and will be led by two trustees.

- Embed our new staffing structure, hire new staff to senior roles and invest time and resource in supporting the development of the culture needed in the team to deliver on our strategy. We will also focus on ways to recruit for a diverse staffing team in future hires.
- Understand the impact of Covid-19 on our ability to deliver effectively and make changes where needed. In March 2019 we temporarily rearranged our teams and located staff from home to better support our sector during the crisis and we will continue to review the best ways to support both our membership and our staff in the delivery of our strategy.
- Undertake a review of our income needs to fulfil our strategic commitments and develop a revised income generation strategy.

# Part 2

## Financial review

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

## Financial review

2019-20 saw a further reduction in our unrestricted reserves – from £464,598 to £432,005 (excluding designated funds of £78,029) – in line with the provisions set out in our revised reserves policy which is detailed under Reserves policy and going concern, below. In addition, we carried over £42,859 in restricted income from two funds that were impacted by the cancellation of planned events due to Covid-19.

The designated funds have been set for specific projects with some changes of purpose agreed throughout the year. Trustees gave permission to invest some of our free reserves into developing our work with women, following the integration of Women’s Breakout. This investment will bring welcome additional capacity to build on our influencing work and further develop our network. A maximum of two years’ funding has been agreed (£50,000 x two years inclusive) and, at 1 April 2020, we are in year two of two. In addition, we managed to secure an additional amount of £35,000 from the Ministry of Justice to complement this work and commission additional coaching partnerships which had not been previously planned. We aim to secure further funding from other sources to continue on the success of this work. Funds were designated to commission an impact assessment on our policy work. However, this project has been put on hold and we aim to fundraise to develop this piece of work.

Operating from rented premises and with a low overhead means that we have previously been able to avoid significant investment in fixed assets, allowing our income to be applied to charitable activities. However, managed growth and the organic expansion associated with a healthy charity – together with the fact that we had been told to expect a sharp increase in rent at the point of lease renewal in September 2021 – meant that our existing premises were no longer suitable in terms of size and affordability. Investment in new

premises was agreed by the board in the autumn of 2019 and, after an extensive search, we secured premises very close to our previous office which provides sufficient office and meeting space with minimal disruption to staff and stakeholders. We secured a discount for a longer term lease but with an annual break clause aligned with the Ministry of Justice infrastructure grant funding to provide flexibility in the case of a critical loss of funding.

The organic growth and expansion detailed above also led the trustees to review the Clinks senior team to ensure appropriate strategic leadership and direction in line with that growth. As a result, a new structure for the senior leadership team was introduced, separating strategic project development from strategic corporate and business activities, all under the direction of the Chief Executive Officer. The new structure commenced on 1 April 2020 and involved two members of Clinks' senior staff taking voluntary redundancy. The cost of the restructure was £65,000, including redundancy payments, consultation and human resources (HR) costs. Clinks was given permission by the trustees to take these costs from its free reserves.

We acknowledge the vital support of our longstanding and new funders which enables the fulfilment of the strategic objective of supporting the voluntary sector working in criminal justice and the implementation of our ambitious strategy for the next two years. 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

To enable Clinks to improve its governance we have further developed the work of the Finance and HR Committee, including appointing Simon Alsop as treasurer who has a vast range of financial expertise. This has supported the trustees in the overall management and monitoring of finance and staffing matters in Clinks by providing an appropriate level of scrutiny of the finances and 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. An annual review of the risk register ensures 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 Chief Executive Officer.

The principal risk, which continues to cause uncertainty for Clinks, is its reliance on an infrastructure grant from the Ministry of Justice. This has historically provided in excess of a third of our income and continues to be a significant uncertainty beyond the end of the current grant period in March 2021.

Recent years have been characterised by large scale changes in the criminal justice policy and operating environment which have provided opportunities as well as challenges for voluntary organisations working in criminal justice.

There are risks that our influencing activity and our work alongside criminal justice system agencies loses its impact as policy priorities and emphases shift; and we are therefore required to change direction and focus in order to provide a responsive and reactive programme of support to the voluntary sector.

The future probation model continues to develop, with the final target operating model due to be published in 2021 and the commissioning of services – taking place between September and December of 2020 – to be operational in Summer 2021. The government's recognition of the challenges of the current system, and its intention to unify the service and provide a significant role for the voluntary sector represents a welcome opportunity for the sector. However, significant detail must be finalised with regards to service design and commissioning principles for this to be realised. Influencing policy and ensuring that the sector is appropriately engaged in these developments will require significant resource from us. There is a risk that Clinks and the wider sector invests this resource but it has little impact due to the financial and political parameters within which the model is being developed.

Our approach to influencing key policy areas and service development in a collaboratively and supportive way brings with it a risk that we are perceived as failing to sufficiently challenge 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 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, with an increased volume of information for them to digest.

## Reserves policy and going concern

Trustees and the Finance and HR Committee continue to assess Clinks' approach to risk and our reserves. In March 2020, we again assessed the appropriate level of Clinks reserves. We therefore considered how we could continue to operate in the event of a critical loss of funding. We feel that this is where we are most at risk and therefore most vulnerable. We strongly believe that our work is essential and that there is a longer term need for Clinks' support.

On that basis, the trustees agree on a deliberately prudent approach to risk and this is the foundation on which specific scenarios have been costed to provide Clinks with an appropriate margin of safety.

Clinks' business model means that income and expenditure can be forecast with reasonable accuracy. However, the uncertainty of voluntary sector funding; the turbulence of external factors; potential delays or cessation in previously relied upon income streams and the potential impact of Covid-19; mean that the trustees feel that an operating reserve needs to provide a core service level plus the cost of an orderly wind down of operations under the most extreme scenario.

Therefore, our reserves policy is based on the scenario in which Clinks is faced with a critical loss of funding, making the continuation of the current model untenable, but in which the trustees wish to continue to provide core services to the sector.

Our operating reserve approach has been costed, based on a transition period and a core staff team to allow Clinks to reassess its future, determine an alternative strategy,

and identify new income streams. This approach achieves maximum reach and value for money, until financial security is restored and a full restructure and rebuild plan is devised and executed. 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 will therefore have to be given to increasing the magnitude of reserves over the medium term.

Caution, prudence and vigilance will be paramount, whilst operating with lower levels of reserves, so that a decrease in funding, or unplanned or increased expenditure – other than natural inflation or planned additional expenditure due to growth and expansion – can be accommodated without recourse to reserves.

Clinks will continue to monitor this position and a further review will be undertaken in March 2021 to agree Clinks' reserves in relation to environment, risk and functionality. Based on current expenditure levels, the minimum amount required to execute the above is £499,302. Clinks' free reserves at 31 March 2020 are £432,005 (excluding designated funds of £78,029).

The trustees have assessed the going concern basis as at the date this report and accounts are approved. They believe that the level of reserves held (including the flexibility of the use of the designated funds) outlined above and an analysis of the financial risks currently faced gives sufficient assurance to conclude that Clinks continues to be a going concern.

## Statement on fundraising practices

Clinks' fundraising is targeted at 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 telephone or face-to-face appeals. We do occasionally use professional fundraisers to provide additional capacity for writing funding applications. Clinks keeps abreast of applicable fundraising regulation and compliance codes. We have never received a complaint due to our fundraising activities.

# Structure, governance and management

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

Clinks has a Finance and HR Committee which meets quarterly to discuss key finance and HR issues and reports back to the Board of Trustees. It is chaired by the Treasurer. Clinks' restructure adds robustness and functionality in-house to both finance and HR and fundraising in the form of the Head of Corporate Services and Head of Business Development. This is overseen by the CEO with expertise added by the Treasurer. For any arising complex HR issues, we benefit from the services of a highly experienced HR consultant who, in addition to advising the CEO, occasionally attends the Finance and HR Committee meetings to offer support and expertise to Trustees.

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

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 8 to the accounts.

A scheme of delegation from the Board of Trustees to the Chief Executive Officer, and close co-operation with the Chair of the Board of Trustees, allows appropriate decision-making between formal meetings.

The board meets quarterly. Trustees are also expected to attend Clinks' annual conference, attend interim meetings when required (for example the Finance and HR Committee) as well as individually or as a co-opted group, and support the CEO and senior management team when necessary.

## Appointment of trustees

Clinks' Chair Roma Hooper OBE is extremely experienced in both the criminal justice system and in chairing a board of trustees. She understands the role and contribution of the voluntary sector working with people in the criminal justice system and their families and can also help Clinks to broaden our reach and connections across the wider statutory, private and voluntary sectors so we can better support and represent our sector's needs. Roma is building on the success of the past whilst building a diverse and robust board to offer expertise and guidance to Clinks.

Clinks identifies other potential new trustees in a variety of different ways, including publicising vacancies through our e-bulletins and other communications which go to members and a wider audience of stakeholders. We carry out regular skills audits to identify what skills gaps there might be and we are committed to improving the diversity of our board. We focus on ensuring we are able to avail ourselves of the skills and expertise offered by people with lived experience of the criminal justice system, and those supporting black, Asian and minority ethnic people which are disproportionately represented in the criminal justice system.

## Trustee induction and training

New trustees are given a copy of the *Clinks Trustee Handbook*, which includes a range of key documents, including the Articles of Association, recent accounts, the business plan and minutes of previous meetings. The new trustees meet with the Chief Executive Officer, Chair 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. Trustees are also encouraged to visit members' projects.

## Remuneration policy for key management personnel

Clinks aims to have a reward strategy which attracts, rewards and retains staff. The salaries and benefits Clinks offers to staff, including to the senior management team and chief executive, are intended to be:

- Internally as equitable as possible, as transparent as possible and understood by staff
- Market relevant but not market driven
- Cost effective and affordable.

Clinks aims to pay a starting salary at the median for relevant comparators, subject to affordability.

### Starting salary and increments

Posts are advertised at the base rate, with one increment awarded after one year's service and after five years' service. Clinks' salaries track the NJC salary scale and Clinks will aim to implement the NJC's cost of living award annually (subject to affordability).

The Finance and HR Committee oversees 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 2020 was nine (2018: eleven). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

## Auditors

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

The trustees' annual report has been approved by the trustees on 26 September 2020 and signed on their behalf by:

**Simon Alsop**  
Treasurer

# Independent auditors report

## Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2020 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 2020 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

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

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue.

## 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. 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. In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

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

## Matters on which we are required to report by exception

In 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 trustees 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.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## 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)  
20 October 2020

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)

	Note	2020			2019		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
<b>Income from:</b>							
Charitable activities							
Support, representation and promotion	2	317,869	1,034,796	1,352,665	312,276	923,993	1,236,269
Other trading activities	3	100,489	7,072	107,561	66,021	-	66,021
Interest	4	-	-	-	1,490	-	1,490
<b>Total income</b>		<b>418,358</b>	<b>1,041,868</b>	<b>1,460,226</b>	<b>379,787</b>	<b>923,993</b>	<b>1,303,780</b>
<b>Expenditure on:</b>							
Charitable activities							
Support, representation and promotion	5a	505,434	1,060,420	1,565,854	407,592	940,599	1,348,191
<b>Total expenditure</b>		<b>505,434</b>	<b>1,060,420</b>	<b>1,565,854</b>	<b>407,592</b>	<b>940,599</b>	<b>1,348,191</b>
<b>Net (expenditure) / income for the year</b>	7	<b>(87,076)</b>	<b>(18,552)</b>	<b>(105,628)</b>	<b>(27,805)</b>	<b>(16,606)</b>	<b>(44,411)</b>
Transfers between funds		(8,348)	8,348	-	(4,806)	4,806	-
<b>Net movement in funds</b>		<b>(95,424)</b>	<b>(10,204)</b>	<b>(105,628)</b>	<b>(32,611)</b>	<b>(11,800)</b>	<b>(44,411)</b>
Reconciliation of funds:							
Total funds brought forward		605,458	53,063	658,521	638,069	64,863	702,932
<b>Total funds carried forward</b>		<b>510,034</b>	<b>42,859</b>	<b>552,893</b>	<b>605,458</b>	<b>53,063</b>	<b>658,521</b>

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 2020

	Note	2020		2019	
		£	£	£	£
<b>Fixed assets:</b>					
Tangible assets	12		9,202		12,419
<b>Current assets:</b>					
Debtors	13	267,704		209,562	
Short term deposit		297,971		404,924	
Cash at bank and in hand		330,003		227,654	
		895,678		842,140	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	14	351,986		196,038	
<b>Net current assets</b>			<b>543,691</b>		<b>646,102</b>
<b>Total net assets</b>			<b>552,893</b>		<b>658,521</b>
<b>The funds of the charity:</b>					
Restricted income funds	18a		42,859		53,063
Unrestricted income funds:					
General funds		432,005		464,598	
Designated funds		78,029		140,860	
Total unrestricted funds			510,034		605,458
<b>Total charity funds</b>			<b>552,893</b>		<b>658,521</b>

Approved by the management committee on 20 October 2020 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 2020

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

	2020	2019
	£	£
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	(105,628)	(44,411)
Depreciation charges	5,737	5,673
Dividends, interest and rent from investments	-	(1,490)
(Increase)/decrease in debtors	(58,140)	(182,155)
Increase/(decrease) in creditors	155,948	(59,201)
<b>Net cash provided by / (used in) operating activities</b>	<b>(2,083)</b>	<b>(281,583)</b>

	Note	2020		2019	
		£	£	£	£
<b>Cash flows from operating activities</b>					
<b>Net cash provided by / (used in) operating activities</b>	18		(2,083)		(281,583)
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments		-		1,490	
Purchase of fixed assets		(2,520)		(9,475)	
<b>Net cash provided by / (used in) investing activities</b>			(2,520)		(7,985)
<b>Change in cash and cash equivalents in the year</b>			(4,603)		(289,568)
Cash and cash equivalents at the beginning of the year			632,580		922,148
<b>Cash and cash equivalents at the end of the year</b>	19		<b>627,977</b>		<b>632,580</b>

# Notes to the financial statements

For the year ended 31 March 2020

## 1. Accounting policies

### a. Statutory information

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

The registered office address is Block C 5<sup>th</sup> Floor, Tavistock House, Tavistock Square, London WC1H 9JJ.

### b. Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015/March 2018) and the Companies Act 2006/Charities Act 2011.

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

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

### c. Public benefit entity

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

### d. Going concern

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

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 7%
- Governance costs 1%

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

#### **j. Operating leases**

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

#### **k. Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £150.

Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

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

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

- Computer 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. 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

	2020			2019		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
<b>Grants</b>	317,869	1,034,796	1,352,665	312,276	923,993	1,236,269
<b>Total income from charitable activities</b>	317,869	1,034,796	1,352,665	312,276	923,993	1,236,269
<b>Restricted grants consist of:</b>						
West Yorkshire PCC	-	25,491	25,491	-	38,237	38,237
Monument Trust	-	50,000	50,000	-	50,000	50,000
Barrow Cadbury Trust	-	52,000	52,000	-	49,000	49,000
HMPPS Infrastructure Grant	-	550,000	550,000	-	550,000	550,000
Women's Network	-	-	-	-	500	500
MoJ Women's Capacity Building	-	35,000	35,000	-	-	-
HMPPS 10 Prison Projects	-	32,492	32,492	-	32,492	32,492
Arts Council England	-	65,000	65,000	-	65,000	65,000
Paul Hamlyn Foundation	-	110,000	110,000	-	-	-
Rothchild	-	28,500	28,500	-	-	-
Cambridge University	-	4,356	4,356	-	-	-
Making Every Adult Matter (MEAM)	-	21,957	21,957	-	20,150	20,150
HWA – Mental Health Work	-	-	-	-	25,025	25,025
HWA – Health Work	-	60,000	60,000	-	60,000	60,000
HMPPS – Farmer Review	-	-	-	-	33,589	33,589
Porticus	-	-	-	-	-	-
<b>Sub-total</b>	-	1,034,796	1,034,796	-	923,993	923,993

### 3. Income from other trading activities

	2020			2019		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Membership fees	54,884	-	54,884	23,151	-	23,151
Associate membership fees	4,500	-	4,500	3,790	-	3,790
Consultancy Fees Earned	1,625	-	1,625	3,250	-	3,250
Paid listings	2,940	-	2,940	2,590	-	2,590
Consultants directory listings	-	-	-	530	-	530
Conference fees	11,806	940	12,746	16,002	-	16,002
Sales of Publications	140	-	140	100	-	100
Donations	600	573	1,173	7,139	-	7,139
Other income	23,994	5,559	29,553	9,469	-	9,469
<b>Sub-total</b>	<b>100,489</b>	<b>7,072</b>	<b>107,561</b>	<b>66,021</b>	<b>-</b>	<b>66,021</b>

### 4. Income from investments

	2020			2019		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Interest receivable	-	-	-	1,490	-	1,490
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,490</b>	<b>-</b>	<b>1,490</b>

### 5a. Analysis of expenditure

	Direct cost of activities	Grant funding of activities	Support costs	2020 Total	2019 Total
	£	£	£	£	£
MOJ Infrastructure	515,021	-	34,979	550,000	550,000
Other support, representation and promotion activities	378,532	-	61,110	439,643	333,164
West Yorkshire PCC	30,233	-	655	30,888	32,840
HWA – Health Work	54,981	15,000	809	70,791	60,000
Arts Alliance	115,100	-	3,304	118,404	122,313
Rothchild	13,510	-	116	13,626	-
Paul Hamlyn Foundation (IF)	14,833	89,579	6,167	110,579	-
The Good Prison (Lemos and Crane)	2,430	-	-	2,430	143
NOMS 10 Prisons Project	22,276	10,216	-	32,492	36,497
HWA – Mental Health Work	-	-	-	-	25,000
Womens Network	7,344	-	-	7,344	20,305
MoJ Womens Capacity Building	26,982	-	478	27,460	-
Policy Engagement – BC	58,081	-	-	58,081	42,919
MEAM – Policy	30,305	-	-	30,305	25,013
NE Local Development	39,802	-	7,297	47,099	48,987
NW Local Development	18,255	-	437	18,692	25,441
Farmer Review	8,021	-	-	8,021	25,568
	<b>1,335,707</b>	<b>114,795</b>	<b>115,352</b>	<b>1,565,854</b>	<b>1,348,190</b>

## 5a. Analysis of expenditure / continued

	Direct cost of activities	Grant funding of activities	Support costs	2020 Total	2019 Total
	£	£	£	£	£
Grants and partnership payments made (note 6)	-	114,795	-	114,795	59,507
Salaries	1,059,060	-	-	1,059,060	867,394
Travel and subsistence for staff	69,756	-	-	69,756	63,864
Recruitment costs	2,497	-	-	2,497	13,055
Fees for freelance workers	58,570	-	-	58,570	60,142
Rent	-	-	45,628	45,628	30,605
Insurance	-	-	1,134	1,134	-
Stationery, printing and photocopy	-	-	13,407	13,407	16,575
Telephone and internet charges	-	-	14,050	14,050	13,573
Postage	-	-	1,589	1,589	4,323
Computer software and maintenance	-	-	21,272	21,272	15,948
Subscriptions	3,919	-	-	3,919	2,519
Newsletter and publications	33,256	-	-	33,256	19,613
Training for staff and volunteers	9,761	-	-	9,761	8,856
Training for beneficiaries	6,409	-	-	6,409	6,238
Depreciation	-	-	5,737	5,737	5,673
Conference costs	20,293	-	-	20,293	50,719
Database development	7,878	-	-	7,878	4,200
Professional fees	24,188	-	-	24,188	21,083
Rates, light and heat	-	-	-	-	-
Bank charges and interest	-	-	208	208	295
Meeting costs	-	-	14,293	14,293	13,082
Website development	36,429	-	-	36,429	65,260
Partners staff fees	1,550	-	-	1,550	1,504
Digital media – licences	121	-	-	121	3,389
Health & safety	-	-	54	54	773
	1,333,687	114,795	117,372	1,565,854	1,348,190

## 5b. Analysis of expenditure (prior year)

	Direct cost of activities	Grant funding of activities	Support costs	2019 Total	2018 Total
	£	£	£	£	£
MOJ Infrastructure	503,766	-	46,234	550,000	500,000
Other support, representation and promotion activities	298,026	-	35,138	333,164	208,327
West Yorkshire PCC	31,211	-	1,629	32,840	-
HWA – Health Work	39,995	16,008	3,997	60,000	80,807
Arts Alliance	117,972	-	4,341	122,313	87,571
The Good Prison (Lemos and Crane)	143	-	-	143	35,046
NOMS 10 Prisons Project	5,844	30,653	-	36,497	-
Sports Alliance	-	-	-	-	80,000
HWA - Mental Health Work	12,154	12,846	-	25,000	-
Womens Network/Breakout Breakout	20,215	-	90	20,305	14,630
Policy Engagement – BC	42,895	-	24	42,919	49,000
Families	-	-	-	-	-
MEAM – Policy	24,953	-	60	25,013	26,311
Building capacity in the South West	-	-	-	-	30,419
NE Local Development	40,822	-	8,165	48,987	46,692
NW Local Development	24,311	-	1,130	25,441	38,317
HMP Ranby	-	-	-	-	29,501
Farmer Review	25,529	-	39	25,568	3,519
	1,187,836	59,507	100,847	1,348,190	1,230,140

## 5b. Analysis of expenditure (prior year) / continued

	Direct cost of activities	Grant funding of activities	Support costs	2019 Total	2018 Total
	£	£	£	£	£
Grants and partnership payments made (note 6)	-	59,507	-	59,507	89,000
Salaries	867,394	-	-	867,394	797,737
Travel and subsistence for staff	63,864	-	-	63,864	57,475
Recruitment costs	13,055	-	-	13,055	1,947
Fees for freelance workers	60,142	-	-	60,142	86,465
Rent	-	-	30,605	30,605	22,586
Insurance	-	-	-	-	2,671
Stationery, printing and photocopy	-	-	16,575	16,575	9,594
Telephone and internet charges	-	-	13,573	13,573	15,423
Postage	-	-	4,323	4,323	2,573
Computer software and maintenance	-	-	15,948	15,948	17,896
Subscriptions	2,519	-	-	2,519	2,263
Newsletter and publications	19,613	-	-	19,613	28,682
Training for staff and volunteers	8,856	-	-	8,856	9,908
Training for beneficiaries	6,238	-	-	6,238	-
Depreciation	-	-	5,673	5,673	7,303
Conference costs	50,719	-	-	50,719	33,503
Database development	4,200	-	-	4,200	6,919
Professional fees	21,083	-	-	21,083	11,937
Network development	-	-	-	-	-
Partnership Involvement	-	-	-	-	-
Rates, light and heat	-	-	-	-	2,008
Bank charges and interest	-	-	295	295	451
Meeting costs	-	-	13,082	13,082	7,493
Website development	65,260	-	-	65,260	15,821
Partners staff fees	1,504	-	-	1,504	-
Digital media – licences	3,389	-	-	3,389	418
Health & safety	-	-	773	773	67
	1,187,836	59,507	100,847	1,348,190	1,230,140

## 6a. Grant making (current year)

	Grants to institutions	2020	2019
	£	£	£
NACRO	15,000	15,000	16,008
10 Prisons Project	10,216	10,216	30,653
Inspiring Futures Partners	89,576	89,576	-
HWA Mental Health Work	-	-	12,846
<b>At the end of the year</b>	<b>114,792</b>	<b>114,792</b>	<b>59,507</b>

Most grants are made to solicit expertise from specialist organisations: Clinks has been working in partnership with Nacro on the Health and Wellbeing Alliance since 2017. Nacro 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.

The 10 Prisons Project was introduced to improve some of the most difficult prisons through enhanced security, strong leadership and improved standards. Clinks worked with specialist families organisations (Lincolnshire Action Trust, PACT & Jigsaw) to review current Family Strategies using HMPPS Family Measurement Tool and identify areas for development.

Inspiring Futures is a 3 year research project commissioned by the Institute of Criminology (IoC). The Arts Partners are specialist arts organisations who have been selected to produce a piece of work so that a research tool can be developed by the IoC. Eight partners have been selected (Geese Theatre Company, Clean Break, Good Vibrations, Only Connect, Music in Prisons, Helix Arts, Open Clasp, Koestler Arts) based on their demonstrable impact on people in the criminal justice system, their innovation and experience.

## 6b. Grant making (prior year)

	Grants to institutions	2019	2018
	£	£	£
NACRO	16,008	16,008	15,000
2 <sup>nd</sup> Chance	-	-	68,000
10 Prisons Project	30,653	30,653	-
Homeless Link	-	-	6,000
HWA Mental Health Work	12,846	12,846	-
<b>At the end of the year</b>	<b>59,507</b>	<b>59,507</b>	<b>89,000</b>

## 7. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2020	2019
	£	£
<b>Depreciation</b>	<b>5,737</b>	<b>5,673</b>
<b>Operating lease rentals:</b>		
Property	74,794	20,338
<b>Auditor's remuneration (excluding VAT):</b>		
Audit	7,400	7,400
Other services	-	-

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

Staff costs were as follows:

	2020	2019
	£	£
Salaries and wages	864,564	742,958
Termination cost	60,000	-
Social security costs	88,239	73,836
Pension contributions and other employee benefits	46,257	50,601
	<b>1,059,060</b>	<b>867,395</b>

A review of all of Clinks senior managers to ensure that Clinks has the right blend of professional business focus, strategic direction and a decision was made to have all of Clinks SMT based in London. Therefore Clinks entered into a consultation period with all of their SMT and as a result, two senior managers were made redundant.

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

	2020	2019
	No.	No.
£70,000 - £79,999	-	1
£80,000 - £89,999	1	-

The total employee benefits including pension contributions of the key management personnel were £324,600 (2019: £271,347). The SMT comprises of the CEO plus, three key employees.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £9,534 (2019: £2,447) incurred by 11 (2019: 9) 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:

	2020	2019
	No.	No.
Projects	13.0	11.0
Support	10.0	10.0
Governance	1.0	1.0
	24.0	22.0

## 10. Related party transactions

There are no related party transactions to disclose for 2020 (2019: none).

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

## 11. Taxation

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

## 12. Tangible fixed assets

	Computer equipment	Total
	£	£
<b>Cost or valuation</b>		
At the start of the year	70,180	70,180
Additions in year	2,520	2,520
At the end of the year	72,700	72,700
<b>Depreciation</b>		
At the start of the year	57,762	57,762
Charge for the year	5,737	5,737
At the end of the year	63,499	63,499
<b>Net book value at the end of the year</b>	9,202	9,202
At the start of the year	12,419	12,419

All of the above assets are used for charitable purposes.

### 13. Debtors

	2020	2019
	£	£
Trade debtors	244,202	179,795
Other debtors	10,844	10,574
Prepayments	12,658	19,193
Accrued income	-	-
	<b>267,704</b>	<b>209,562</b>

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

	2020	2019
	£	£
Trade creditors	74,942	43,229
Taxation and social security	31,788	21,713
Other creditors	(6,409)	13,598
Accruals	95,414	17,040
Deferred income	156,251	100,458
	<b>351,986</b>	<b>196,038</b>

### 15. Deferred income

Deferred income comprises membership and grant income received during the year for use in 2019-20.

	2020	2019
	£	£
Balance at the beginning of the year	100,458	125,036
Amount released to income in the year	(100,458)	(114,500)
Amount deferred in the year	156,251	89,922
Balance at the end of the year	<b>156,251</b>	<b>100,458</b>

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

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	9,202	-	9,202
Net current assets	500,832	42,859	543,691
Net assets at the end of the year	<b>510,034</b>	<b>42,859</b>	<b>552,893</b>

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

	General unrestricted	Restricted	Total funds
	£	£	£
Tangible fixed assets	12,420	-	12,420
Net current assets	583,048	53,063	636,111
Net assets at the end of the year	<b>595,468</b>	<b>53,063</b>	<b>648,531</b>

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

	At 1 April 2019	Income & gains	Expenditure & losses	Transfers	At 31 March 2020
	£	£	£	£	£
<b>Restricted funds:</b>					
Arts Alliance	13,000	264,928	(242,609)	-	35,319
Farmer Review	8,021	-	(8,021)	-	-
Womens Network	7,344	-	(7,344)	-	-
MoJ Womens Capacity Building	-	35,000	(27,460)	-	7,540
Health Work	10,790	60,000	(70,790)	-	-
MEAM - Policy	-	21,957	(30,305)	8,348	-
10 Prisons Project	-	32,492	(32,492)	-	-
Infrastructure Fund	-	550,000	(550,000)	-	-
The Good Prison (Lemos and Crane)	2,430	-	(2,430)	-	-
Policy Engagement	6,081	52,000	(58,081)	-	-
Yorkshire Local Development	5,397	25,491	(30,888)	-	-
<b>Total restricted funds</b>	<b>53,063</b>	<b>1,041,868</b>	<b>(1,060,420)</b>	<b>8,348</b>	<b>42,859</b>
<b>Unrestricted funds:</b>					
Paul Hamlyn	-	100,000	(100,000)	-	-
Bromley Trust	-	10,000	(10,000)	-	-
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	-
Goldsmith	-	30,000	(30,000)	-	-
Monument Trust (Z Sainsbury Family Trusts)	-	50,000	(50,000)	-	-
General funds	464,598	163,358	(187,604)	(8,348)	432,005
<b>Total unrestricted funds</b>	<b>464,598</b>	<b>418,358</b>	<b>(442,604)</b>	<b>(8,348)</b>	<b>432,005</b>
<b>Designated Funds:</b>					
Web development, office move and Womens Work	140,860	-	(62,831)	-	78,029
<b>Total unrestricted funds</b>	<b>605,458</b>	<b>418,358</b>	<b>(505,435)</b>	<b>(8,348)</b>	<b>510,034</b>
<b>Total funds</b>	<b>658,521</b>	<b>1,460,226</b>	<b>(1,565,855)</b>	<b>-</b>	<b>552,893</b>

## 18b. Movements in funds (prior year)

	At 1 April 2018	Income & gains	Expenditure & losses	Transfers	At 1 April 2019
	£	£	£	£	£
<b>Restricted funds:</b>					
Arts Alliance	20,313	115,000	(122,313)	-	13,000
Farmer Review	-	33,589	(25,568)	-	8,021
Womens Network (Womens Breakout)	27,149	500	(20,305)	-	7,344
Health Work	10,766	85,025	(85,001)	-	10,790
MEAM - Policy	4,062	20,150	(25,013)	801	-
10 Prisons	-	32,492	(36,497)	4,005	-
Infrastructure Fund	-	550,000	(550,000)	-	-
The Good Prison (Lemos and Crane)	2,573	-	(143)	-	2,430
Policy Engagement	-	49,000	(42,919)	-	6,081
Yorkshire Local Development	-	38,237	(32,840)	-	5,397
<b>Total restricted funds</b>	<b>64,863</b>	<b>923,993</b>	<b>(940,599)</b>	<b>4,806</b>	<b>53,063</b>
<b>Unrestricted funds:</b>					
Paul Hamlyn	-	50,000	(50,000)	-	-
Bromley Trust	-	20,000	(20,000)	-	-
Garfield Weston	-	30,000	(30,000)	-	-
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	-
AB Charitable Trust	-	15,000	(15,000)	-	-
Goldsmith	-	30,000	(30,000)	-	-
Woolbeding Trust (formally Monument Trust and Z Sainsbury Family Trusts)	-	50,000	(50,000)	-	-
General funds	561,389	119,787	(111,772)	(104,806)	464,598
<b>Total unrestricted funds</b>	<b>561,389</b>	<b>379,787</b>	<b>(371,772)</b>	<b>(104,806)</b>	<b>464,598</b>
<b>Designated Funds:</b>					
Web development and policy impact and Womens Network	76,680	-	(35,820)	100,000	140,860
<b>Total unrestricted funds</b>	<b>638,069</b>	<b>379,787</b>	<b>(407,592)</b>	<b>(4,806)</b>	<b>605,458</b>
<b>Total funds</b>	<b>702,932</b>	<b>1,303,780</b>	<b>(1,348,191)</b>	<b>-</b>	<b>658,521</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 offenders and their families. This includes developing the Arts Alliance as the main national network for arts organisations that work in the criminal justice system.

### Farmer Review

To support a follow-on Farmer Review into family ties of women in prison and under probation supervision.

### 10 Prisons Project

Clinks contribution to this project is to ensure that families are consulted and integrated into the decision making and development process in order to stabilise the population and support implementation of the 10 Prisons Project.

### Yorkshire Local Development

To provide Clinks Development Officer support to the criminal justice voluntary sector in West Yorkshire, understanding the structures and building relationships with key partners and a greater awareness between sectors to support co-ordinated approaches. This project ended in December 2019.

### Women's Breakout

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.

### Health Work

Clinks, along with NACRO and Action for Prisoners' Families, are members of the criminal justice group in the Strategic Partner Programme 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 delivers the Voices from the Frontline project, as part of an embedded policy team across the MEAM coalition partners. The project aims to raise the voice of people experiencing multiple needs to government, as well as highlighting the impact of policies on this group.

### Policy engagement

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

### Infrastructure fund – Ministry of Justice

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

### The Good Prison – Lemos and Crane

The project aims to build and provide support to the voluntary sector and prisons, to enable a strong voluntary sector engagement that will support the rehabilitation and resettlement of offenders, wherever they are serving their sentences. It will be conducted alongside Lemos and Crane's Good Prisons project.

## 19. Analysis of cash and cash equivalents

	At 1 April 2019	Cash flows	At 31 March 2020
	£	£	£
Cash at bank and in hand	227,654	102,414	330,068
Notice deposits (less than three months)	404,924	(107,021)	297,903
<b>Total cash and cash equivalents</b>	<b>632,578</b>	<b>(4,607)</b>	<b>627,971</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 2020	Property 2019
	£	£
Less than one year	67,000	11,507
One to five years	335,000	17,261
Over five years	-	-
	<b>402,000</b>	<b>28,768</b>

## Legal status of the charity

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

# Reference and administrative information

**Company number** 3562176

**Charity number** 1074546

**Registered office and operational address** Block C, 5<sup>th</sup> floor, Tavistock House  
Tavistock Square, London WC1H 9JJ

**Country of registration** England and Wales

**Country of incorporation** United Kingdom

**Trustees** Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Roma Hooper OBE – Chair	Liz Calderbank – elected 2019
Rachael Byrne – Vice Chair, re-elected 2019	Jessica Southgate
Simon Alsop – elected November 2019	Christopher Stacey – elected 2019
Helen Attewell	Raheel Mohammed – elected 2019
Dr Alison Frater	Richard Booty

**Key management personnel** Anne Fox – Chief Executive Officer

**Bankers** CAF Bank Limited, 25 Kingshill Avenue, West Malling, Kent ME19 4JQ

**Auditor** Sayer Vincent LLP, Chartered Accountants and Statutory Auditor  
Invicta House, 108-114 Golden Lane, London EC1Y 0TL



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🌐 [www.clinks.org](http://www.clinks.org)

## Our vision

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

## Our mission

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

## Join Clinks: be heard, informed, and supported

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

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

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

We are offering free membership to all voluntary organisations until March 2021, and to those with annual income less than £100,000 until the end of March 2023.

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