

CLINKS



annual report

& financial review

2022/23

foreword



Anne



Roma

We are always delighted to have the chance to talk about what Clinks has been doing at the end of the year. Not because we want to blow our own trumpet, but rather because we are extremely proud of Clinks' role as an infrastructure organisation.

When we talk about this role we often both use the term 'backbone' – at Clinks we exist to provide support for organisations in England and Wales doing all sorts of things day in and day out, and our aim is to provide them with the support they need to do that as well as they can.

The things you will read about in this report may not seem all that exciting at times, but they are essential. Some of the things we have had to do in the year we wish we hadn't, but problems and situations have arisen for the sector we support and so it is imperative that we do what we can to support and resolve those issues. We are an infrastructure – backbone – organisation; understanding the need of the sector we support and responding to that need. It is essential that we are responsive and we leave ourselves room to be flexible. So, if you see a difference in this year's reported activities to those we said we would do, it is because the world keeps changing around those we exist to serve and we have shifted gears and changed tack so we are relevant and responsive.

This past year the voluntary sector in criminal justice has continued to face the impact of the slower recovery from pandemic restrictions, as well as the impact of the pandemic on people in the criminal justice system and their families, the criminal justice system itself and the voluntary sector. Changes to the probation system have started to be embedded, creating new ways for the sector to be involved and new relationships to form. We responded to the sector's need by returning to face-to-face delivery where it works best and online delivery where that's the best way to do things. It was wonderful to see so many people at our first face-to-face conference in many years back in November 2022, a celebration of resilience.

We have continued to invest in staff who respond to need and develop support which aims to give small and specialist organisations in particular what they need. Our thanks as ever to our teams working in policy, communications and area development, our dedicated networks and arts alliance, member support, our corporate services team and our leadership team and trustees.

We are grateful to all who have helped us including our funders, partners and supporters. Above all we are grateful to those who trust us to provide their infrastructure support through membership and engagement with our team every day.



introduction

This year marked the first when we had initially anticipated working to a new strategy. However, the world and context around us and the sector changed so much.

Clinks adapted to ensure we were meeting the urgent and emerging needs of the sector through the pandemic, recovery, and the various criminal justice system reform programmes occurring, as well as remaining ambitious for the sector. So, we revised our strategic goals, taking account of work done to date and the revised context in which we now needed to work.

This annual report sets out the year under the themes of those five goals...



... followed by our plans for the future and financial review.

📷 Cover photo: Clinks member Only Connect



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annual report



our charity

our vision

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

our mission

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

our values

Our members

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

Using evidence

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

Involving service users

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

People's capacity to change

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

Equality

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

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



our strategic goals

understanding

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

connecting

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

voicing

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

supporting

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

developing

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



understanding

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



The 2022-23 financial year included three changes of prime minister, two changes of secretary of state for justice, and multiple major developments and challenges in the criminal justice system and operating environment. One thing remained constant however, and that was the vital role of voluntary organisations. Clinks was dedicated to ensuring wider criminal justice stakeholders and practitioners were fully aware of the sector's value and impact.

Website

We maintained and regularly updated Clinks' web pages and our voluntary sector directories. This included the posting of publications, blogs, events and engagement opportunities. The information on the website is designed to be accessible to as wide an audience as possible, including all criminal justice practitioners.



162,883

website users across the Clinks and NCJAA websites

565,000+

page views on the Clinks website alone

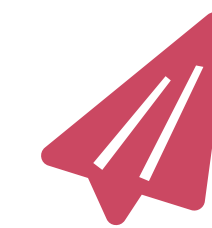
Ebulletins

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

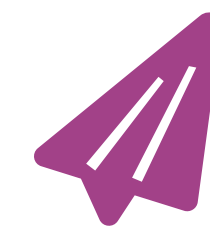
We delivered **146 ebulletins** and newsflashes over the year to **21,601 subscribers**. Thematic ebulletins were delivered based on areas of work including policy, health and justice, arts, and women. Newsflashes highlighting key and time sensitive information regarding updates, events and funding opportunities and events were also sent.



50 editions of *Light Lunch* – our weekly ebulletin – to **13,801 subscribers**



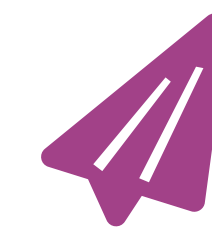
11 editions of the *Health and Justice bulletin* to **343 subscribers**



12 editions of the *National Criminal Justice Arts Alliance newsletter* and **10 newsflashes** with information specific to arts organisations and practitioners in the CJS to **7,416 subscribers**



12 editions of our *Policy Briefing* to **500 subscribers**



4 editions of quarterly *Women's criminal justice bulletin* and **6 newsflashes** with information specific to women in the CJS to **233 subscribers**



81 newsflashes to **13,595 subscribers** including Welsh and North of England organisations



Social media

 **30,204** total followers across all Clinks and NCJAA accounts

 **24,320** total Twitter (now called X) followers including:

18,185 @Clinks_Tweets followers (up from 17,724) and...

6,135 @ArtsCJS followers (up from 6,101)

 **900** follow NCJAA on Facebook (up from 782)

 **4,649** total LinkedIn followers including:

4,135 for Clinks (up from 2,253) and...

478 for NCJAA (up from 390)

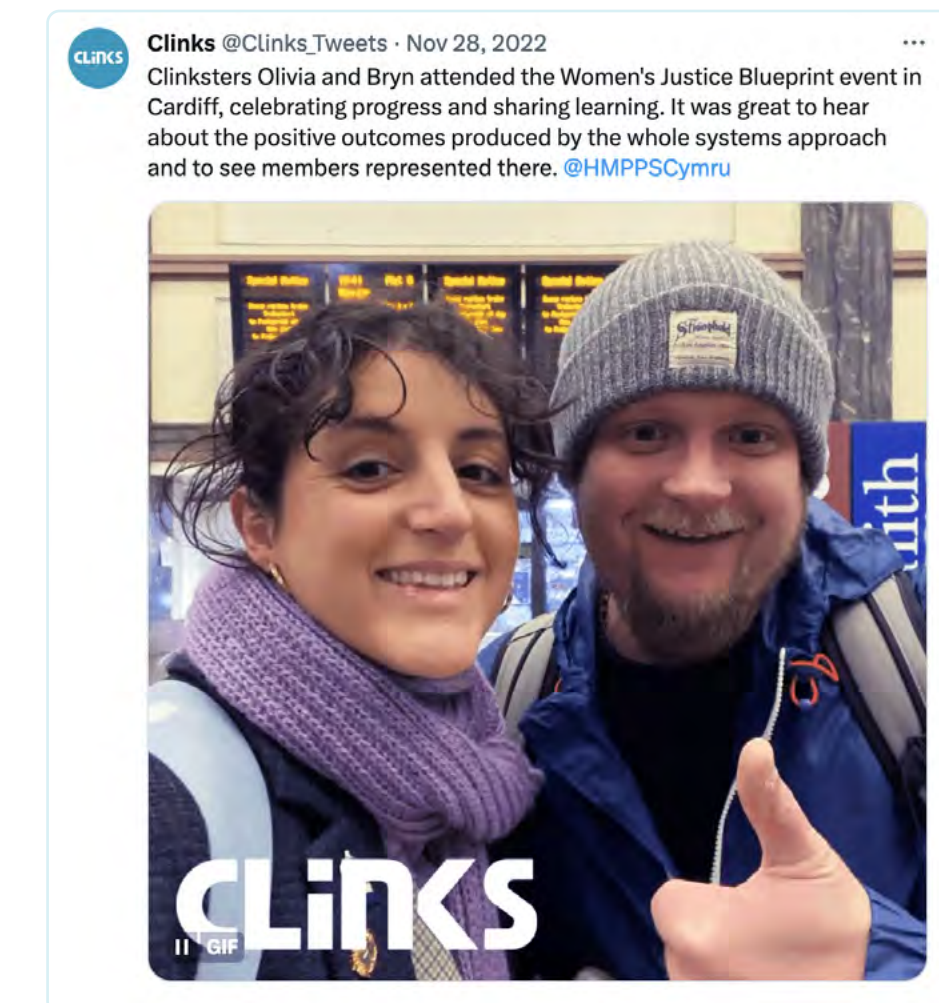
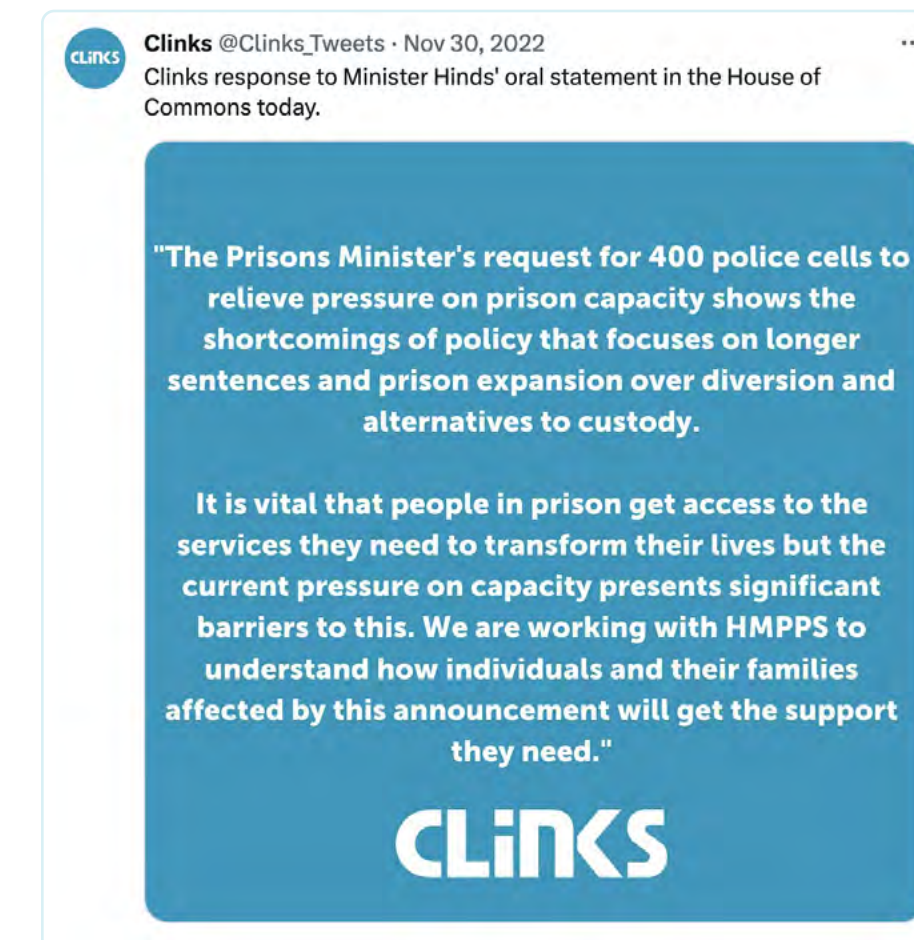
In 2022-23, our social media presence continued to expand, gaining an additional 2,954 followers. This growth has propelled our combined Clinks and National Criminal Justice Arts Alliance (NCJAA) Twitter, LinkedIn, and Facebook accounts to a remarkable total of 30,209 followers.

Throughout the year, these platforms have remained instrumental in disseminating sector-specific publications and updates. Our social media reach has allowed us to promote the efforts and events of our members and the broader sector, amplifying their voices.

To further enrich our engagement, we combined our usual social media with the use of Linktree, a versatile tool to increase access across our various platforms for large projects and event attendees.

We have created engaging videos and graphics, including a video summary of the NCJAA Inspire event and the Inspiring Futures project's online virtual exhibition. These visual aids have proven invaluable in succinctly communicating key messages.

Our top tweets throughout the year included...



Blogs and publications

Clinks staff and guest writers produced and disseminated **44 publications**, including **21 blogs**, during the 2022-23 financial year. The other publications included major reports and guides for the sector, briefings, consultation responses and meeting notes.



44 publications

written and disseminated



2,595 average visits per month to our blog pages and...

31,144 blog page views over the year

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

Our blog posts were some of the most visited pages on our website throughout the year with an average of 2,595 views each month. They included:

Commissioning updates following engagement between Clinks, HMPPS and the MoJ

Clinks met with representatives from His Majesty's Prison and Probation Service (HMPPS) and the MoJ for the quarterly commissioning engagement forums; a space that was created to provide regular discussion and feedback on commissioning rounds that will involve the voluntary sector working in criminal justice.

Changes to the organisations delivering prison family services

Summarising which specialist voluntary organisations with a significant amount of expertise and a track-record in providing good quality support will be providing prison family services across England and Wales.

What does the launch of grants for probation services mean for the voluntary sector?

This blog summarised the development of the newly launched probation grants process, and the opportunities for voluntary organisations to register and apply for upcoming grants.

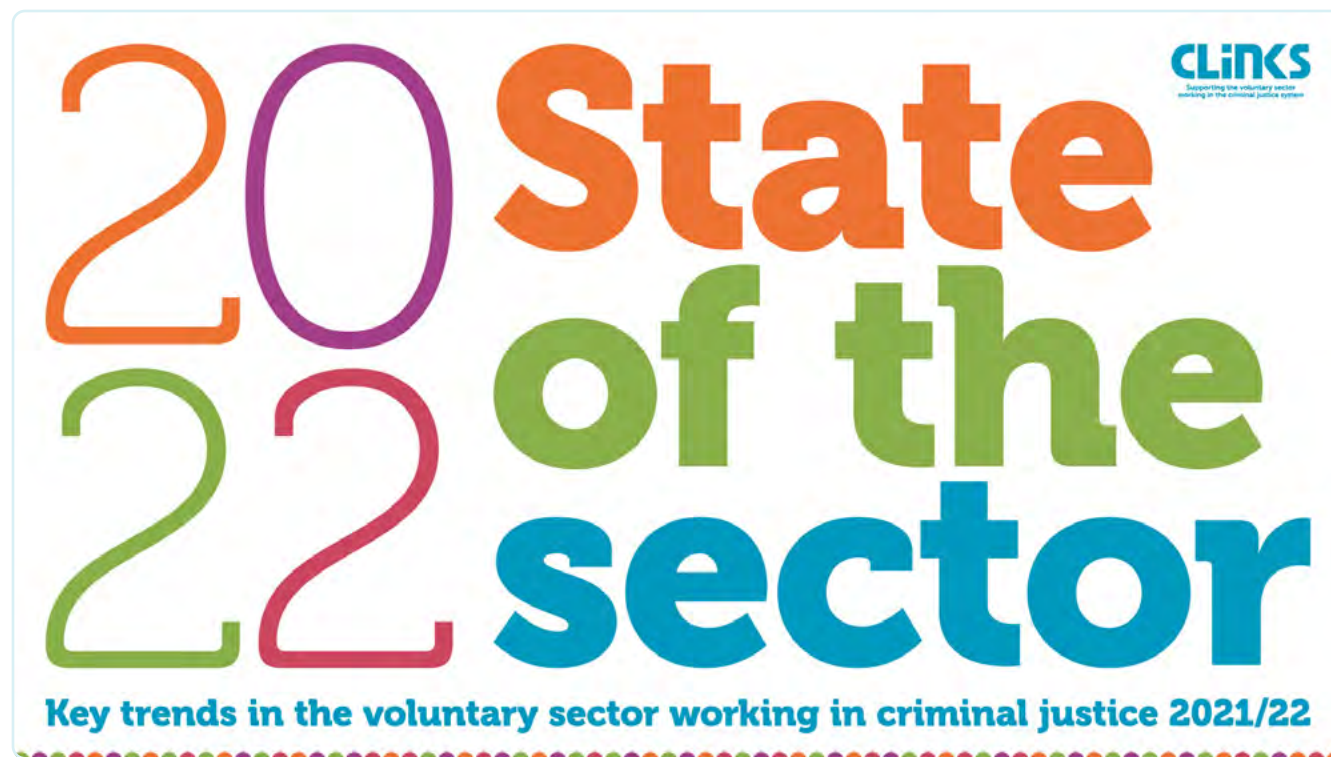
Ministry of Justice grant funding for women's services – what you need to know

This blog outlined how women's voluntary sector organisations can apply for grants for women's services as part of the MoJ's £24 million investment to support women in or at risk of contact with the criminal justice system.

What should the future prison education service look like?

This blog summarised the developments of the future prison education service, and the opportunities for voluntary organisations to contribute.





State of the sector report 2022

In our State of the sector 2022 survey, we carried out research into how criminal justice voluntary organisations are faring. This report reflects the views of 97 organisations in the sector and provides a snapshot of the 2021/22 financial year.

2022's report explores the landscape of the sector as it emerged from the height of the pandemic and continued operating in an increasingly challenging operational environment.

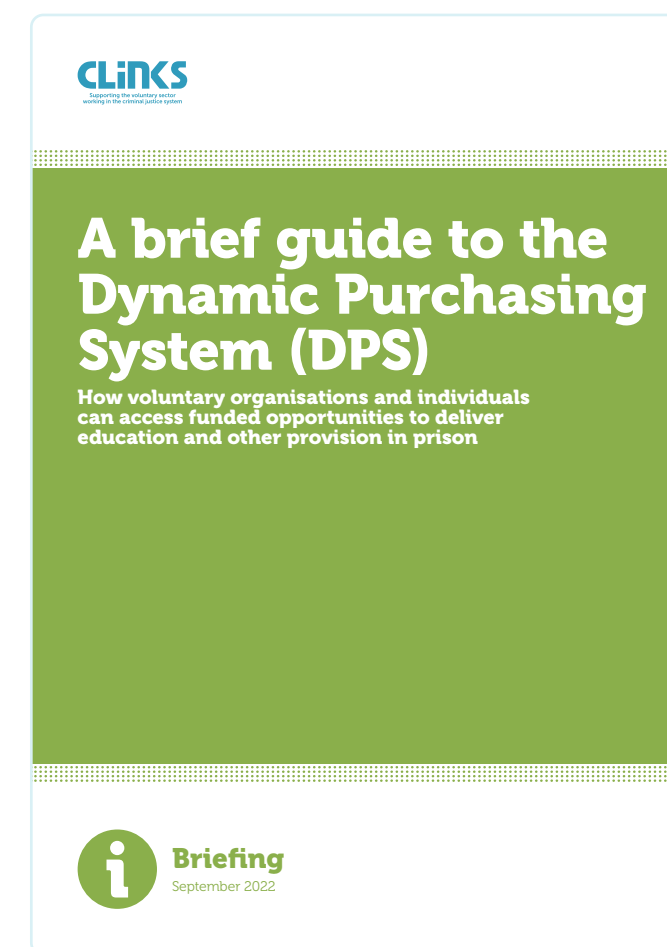
In summarising the findings, the report identifies four areas of particular interest:

- The people voluntary organisations support
- How organisations delivered their services
- Financial sustainability
- Long-term sustainability.



Clinks response: The Justice Committee inquiry on the role of adult custodial remand in the criminal justice system

Clinks submitted evidence to the Justice Committee's inquiry on the role of adult custodial remand in the criminal justice system. This response is informed by consultation with the voluntary sector working in criminal justice in England and Wales as well as our experience of supporting the voluntary sector working in prisons and the community and those delivering resettlement support.



A brief guide to the Dynamic Purchasing System (DPS)

This guide provides information on how organisations can secure contracts to provide services in the criminal justice system via the Dynamic Purchasing System.





Annual report & financial statements 2021-22

The trustees present their annual report and the audited financial statements. Our annual report details our achievements and progress towards our goals in the third year of our three-year strategy, plus our plans for the future, set out across our five strategic objectives, followed by a financial review.

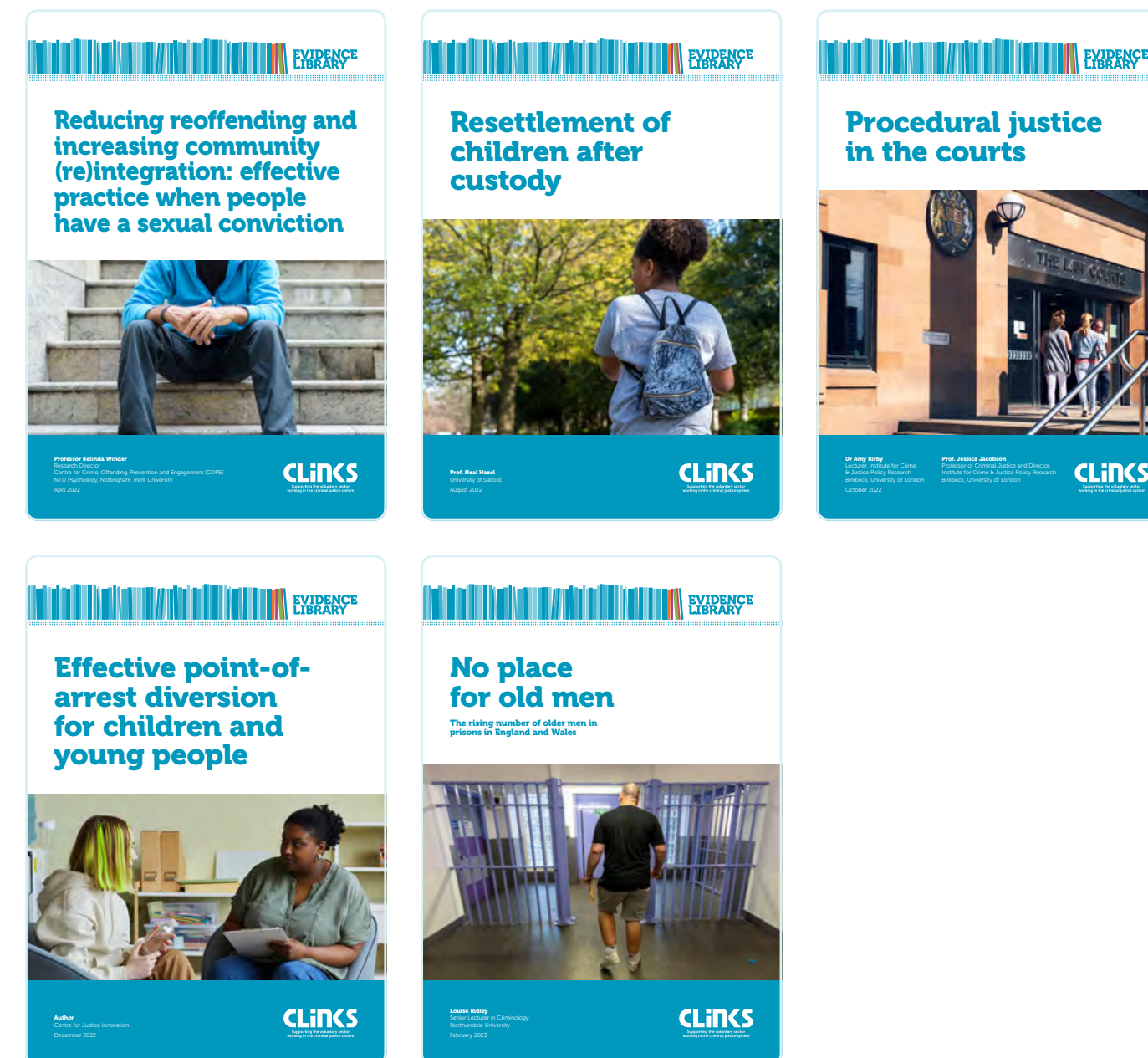
Evidence Library series

In 2022-23 five editions of the Clinks Evidence Library were published. The evidence library is an online selection of publications that form part of a series from Clinks, created to develop a far-reaching and accessible evidence base covering the most common types of activity undertaken within the criminal justice system. There are two main aims of this online series:

- To increase the extent to which the voluntary sector bases its services on the available evidence base
- To encourage commissioners to award contracts to organisations delivering an evidence-based approach.

Each article has been written by a leading academic with particular expertise on the topic in question. The topics are selected by Clinks' members as areas of priority interest. Clinks intends to build a comprehensive directory of the best evidence available across a wide range of criminal justice topics.

Accompanying our Evidence Library, the 'A matter of fact: what the evidence tells us' series, offers the chance to hear from the experts themselves via webinars, facilitated by Clinks and Russell Webster. The webinars provide an opportunity to ask your own questions of leading academics talking about the latest research related to the Evidence Library review they have penned. In 2022-23 we had **167 attendees** across four such events.



member spotlight: Irene Taylor Trust

The Irene Taylor Trust is a UK charity that transforms lives through music. It engages with marginalised individuals, including those in the criminal justice system, to inspire personal growth and social change using music as a powerful tool to foster creativity, raise aspirations and develop the skills of some of society's most vulnerable men, women and young people.

“

Performances bring alive the transformative impact the arts can have; showcasing our work at Inspire allowed us to demonstrate and celebrate the power of music to enhance the creativity, health and wellbeing of people who have experienced the criminal justice system with an audience of decision makers, criminal justice organisations and practitioners.”

Sara Lee, Artistic Director





Next year we will...

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

- Develop resources and tools to help voluntary organisations better meet their aims
- Gather intelligence from the sector to identify trends, challenges and opportunities and represent the voluntary sector at a senior level to highlight issues and identify solutions
- Provide opportunities for the sector to use our platforms to promote their voices
- Ensure we are championing and promoting the sector as well as providing information to it by promoting the sector and its work to commissioners, practitioners, and decision makers through a range of content including social media, case studies, blogs, audio and video content, and in the criminal justice and voluntary sector press
- Further develop and deliver a communications strategy to ensure that our communications resources and activities are focused on assisting us achieve our organisation's goals.



connecting

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

National Criminal Justice Arts Alliance Co-Chair



Area Development Team

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

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

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



15 forums held covering England, Wales, London and the North, with a total of **401 attendees**



Organisations supported on a one-to-one basis:


London
62


The North
118


Wales
117

spotlight on Wales

We played an integral role in the design, co-production and launch of the Criminal Justice Anti-Racism Action Plan for Wales and have become a trusted partner of the Criminal Justice Board for Wales. Clinks is proud to have been a key driver of this work.

We have continued to build relationships and partnerships between our Welsh membership, the wider voluntary sector in Wales and our statutory partners facilitating dialogue, improving understanding of the landscape, and ensuring that the sector's voice is heard. This has included beginning to work with Welsh Government officials on the potential devolution of justice in Wales and making sure that the voluntary sector has a voice in this.



spotlight on London

Clinks made an enormous difference to voluntary organisations in the London criminal justice system over the last year – strengthening their vital work and amplifying their voice at every opportunity.

The London criminal justice landscape is complicated, with intersecting agencies including the Mayor's Office for Policing and Crime (MOPAC), His Majesty's Prison and Probation Service (HMPPS), the Metropolitan Police and 32 borough authorities. It is crucial that voluntary organisations understand how to successfully navigate this regional system.

Our priority therefore in London was to ensure the voluntary sector, including over two-hundred member organisations in the capital, were kept informed about funding opportunities, policy updates and consultations they could participate in to influence the system and highlight their work.

This was achieved through a comprehensive programme of support throughout the year, bringing the voluntary sector closer to decision-makers and commissioners at London agencies and opportunities to develop best practice.

Three London Forums were convened on themes such as fundraising and partnerships. These were well attended by voluntary sector delegates and senior staff from London agencies. The London Forum at St Martin-in-the-Fields, Trafalgar Square, provided voluntary organisations with the opportunity to discuss their work directly with Will Balakrishnan, Director of Commissioning at MOPAC, and Karen Tipping, Head of Community Integration at London Probation.

Roundtable discussions were held with London voluntary organisations specialising in fields such as gambling, appropriate adult provision and violence and employment. This generated valuable insight that was shared with London agencies.

Clinks also represented voluntary sector views on several strategic boards in London, including the Reducing Reoffending Board and Out of Court Disposals Partnerships Board, influencing the system to achieve better outcomes, for example, on the important issue of disproportionality in the London criminal justice system.



spotlight on the North of England

We were able to expand our area-based support across the North of England, providing advice and support to our members and strengthening our relationships with key stakeholders in the regions of Greater Manchester, the North West, Yorkshire and Humber and the North East.

We have provided more networking opportunities and a platform for organisations to share good practice and develop relationships across the sector. We have continued to represent the sector on strategic boards and advocate for the sector to be part of the development and design of services.

Clinks is a founding member of the Making Every Adult Matter Coalition Clinks' Development Officer for the North has continued to provide support to Durham, Middlesbrough and South Tees networks. They have supported the areas to adopt the MEAM approach to better meet the needs of those facing multiple disadvantage.

Women's Network

The dedicated funding to resource part of the Women's Network activity has enabled us to extend our network engagement and further develop our understanding of, and provide support for, specialist organisations who work with women.

The network registration process has seen membership grow by 100 new individual members, giving a total of 298 at the end of the year. The majority work or volunteer in voluntary sector organisations, but we also have some statutory stakeholders from prisons and probation also registered.

Participation in network forums has been consistently high with an average of 40 participants attending each event. We continued to operate a thematic approach to network forums, with opportunities for training and development built in, with presentations from subject matter experts, including the Ministry of Justice's (MoJ) women's policy team on the Female Offender Strategy delivery plan. We also held a joint forum with members of the Race & Justice Network.

We have maintained positive relationships with the His Majesty's Prison and Probation Service's women's team, including monthly meetings where Clinks can share issues raised by members and access useful updates to feedback.

We provided a total of 70 one-to-one support sessions to individual members, with demand for support particularly high in quarter four as a result of the delays with the MoJ's grant funding decisions and subsequent impact that was felt on services. Other topics generating support needs, included: funding queries, and the impact of the cost of living crisis on the women using services.





298 registered members of the Women's Network in March 2023 (April 2022 = 198)

4 quarterly network forums held (including a joint forum with the Race and Justice Network)

4 quarterly ebulletins published to an average of 276 subscribers

We have continued to attend regular forums convened by the MoJ to discuss issues arising from delivery of the women's commissioned rehabilitative services contracts and have taken feedback from our members about some of the issues they are facing. This has enabled us to raise these concerns in Clinks' discussions with MoJ officials at the Commissioning Forum.

At a local level, we have continued to participate in statutory-led, multi-agency regional strategic forums with the aim of enabling a whole system approach for disadvantaged women. This has resulted in us accessing intelligence and providing advocacy and support that ensures our network members' voices are heard.

In response to requests from network members, we developed and piloted a new Clinks training course, Working with Women in the Criminal Justice System, to equip new staff with knowledge about gender and criminal justice. The pilot enabled us to further develop the course which will be rolled out next year as part of Clinks' training offer.

Race and Justice Network

Clinks employed a new Race and Justice Network co-ordinator who spent a large majority of the financial year understanding the needs of network members through an introductory forum, one-to-one conversations and visiting members in person. This allowed the co-ordinator to gain a good insight into the status of the network at the time and allowed for planning of the network for the years ahead.

In quarter three, a blog was published outlining the co-ordinator's vision for the network and provided a historical background that looked at why the network is needed. From this blog, the aims and purpose of the network were re-established ensuring that both members and Clinks are working collaboratively.

Although the network has seen a slight decrease in membership numbers, we now have a good number of organisations and individuals that are engaged with the network. This is a positive step for the Race and Justice Network as this allows for concentration on the significant areas of improvement that we outlined in the blog written in quarter three. This brings us closer to our vision for the network for the next financial year.

Network forums have seen a steady number of participants, averaging around 16-18 attending, largely being members of the Race and Justice Network with few forums having non-members that are working within the area attend. Forums have provided members with a space for sharing and learning, with members having the opportunity to showcase their work with the idea that this would encourage peer networking and support. We have also welcomed the HMPPS Race Action Programme and led a joint network meeting with members of the Women's Network.





63 registered members of the Race and Justice Network in March 2023 (April 2022 = 70)

3 quarterly network forums held (including a joint forum with the Women's Network)

The Race and Justice Network continues to have a strong working relationship with the Race Action Programme (RAP) at HMPPS and the Female Offender Minority Ethnic working group led by the Ministry of Justice. Members have been able to directly feed into the work of the RAP team with consultation opportunities being offered out bi-monthly.

Members are offered one-to-one support with the network co-ordinator, both virtually and face-to-face, with a total of 20 support sessions taking place. Support throughout the year remains steady whilst we continue to respond to the needs of network members. The main queries members are raising are issues with vetting, funding and wanting support around capacity building.

Jobs board

Our jobs board continues to be a really valued resource for the voluntary sector, with **2,239 jobs** being published during the 2022-23 financial year having over **145,000 views**. **104** of these jobs were featured in our weekly ebulletin, Light Lunch, an opportunity which our members value

greatly to spotlight their vacancies to thousands of subscribers. Our **Directory of Services** and **Partnership Finder** also continue to be utilised regularly, with over **57,000 views** and over **15,500 views** respectively.

Events and training

This year we were able to really strengthen our events and training programme offer for the sector by embedding our regional and thematic network forum events on a routine basis whilst also responding to the needs of the sector through running one-off specialist events when required. 96% of returned evaluation forms for our events reported a satisfaction rate of either very good or good, which was excellent to see.

We were also pleased to return to in-person delivery where appropriate, running **two large events** in London with **over 200 people** in attendance. We recognise that online delivery is the most effective way of reaching the largest audience, and therefore continue to enhance our virtual programme offer to meet the needs of the voluntary sector.

Significant progress was made with our training offer to the sector, with the development and re-launch of our 'Working and volunteering in prisons' training and the creation of a new course for our Women's Network members: 'Working with women in the criminal justice system'. Alongside our well-established 'Navigating the criminal justice system' workshop, we delivered **10 paid-for training opportunities** in 2022-23 to **226 attendees**.





2,301 attended
a total of **73** events

130 attended NCJAA's
Anne Peaker lecture online

86 attended the
NCJAA Presents Inspire
in-person event

306 attendees across
17 events for our **Stronger
Voice** programme

167 attendees
across **4** events for our
Evidence Library 'What the
evidence tells us' series



The course expanded and reinforced my knowledge, which is exactly what I needed."

Navigating the CJS attendee



Fascinating slide about the individual journey through the CJS, really good to go over the categories of prison and understanding the recategorisation within a sentence. Great workshop, so much knowledge in the facilitators and really worthwhile attending."

Navigating the CJS attendee



Great overview of the criminal justice system and I can see now how the work of our charity fits in with different parts of it. Clinks are such a knowledgeable organisation and the two presenters were clearly passionate about what they do. Excellent stuff."

Navigating the CJS attendee



Feel more confident in how to use petitions. [I] feel better able to approach a new campaign with a more effective strategy!."

Stronger Voice: Digital campaigning attendee



160 attended our annual
conference, **104** were Clinks members

We held our first in-person annual conference in three years. Demand for tickets was very high, with all tickets selling out in just five weeks at the early bird rate. We heard from keynote speakers Justin Russell, His Majesty's Chief Inspector of Probation, Kilvinder Vigurs, Regional Director of the National Probation Service in London and Jim Barton, Executive Director for the HMPPS Change programme. The event received very positive feedback, with those in attendance describing it as "inspiring" and "informative" and "expertly curated so the vibe was positive and forward looking."



[Stronger Voice provided] practical ideas for tools and methods to facilitate discussions about policy with people who don't work in the area. The assurance that it's OK to ask policymakers for what the group you're supporting want and need from their involvement."

Stronger Voice: Involving people in policy change attendee



[Stronger Voice provided] a clearer and better understanding of how to use the law to impact change. Importantly, an understanding that there is much more to being successful in changing the law than just using litigation and pre actions protocols. The importance of the wider campaign and team working around scoping etc. is invaluable."

Stronger Voice: Involving people in policy change attendee



It's allowed me to reconnect with some sector colleagues I've not been in touch with since the pandemic and changing jobs. So I'll be building on those reconnections!"

Annual conference attendee



National Criminal Justice Arts Alliance



The National Criminal Justice Arts Alliance (NCJAA) empowers change through the arts in criminal justice. This year, the NCJAA achieved significant strides in championing the role of arts within the criminal justice system. Here is a quick recap of our growth, impact, and upcoming plans.

We kick-started the year by running our Mentoring Scheme, connecting seven mentees with experienced mentors. One notable progression for one of the Mentors was the participation in the prestigious Guildhall School of Music and Drama Coaching and Mentoring course supported by the NCJAA.

Our collaboration with The Royal Literary Fund allowed us to hold a series of writing workshops, equipping our members with critical skills such as report and bid writing. We also successfully extended our Bursary Scheme, granting ten out of thirteen applications in the first round.

Behind the scenes, we are also fortifying our Evidence Library, a treasure trove of research supporting the arts in criminal justice.

Our quarterly Arts in Criminal Justice Forums provided opportunities for networking and knowledge exchange. A key highlight was our emphasis on the Dynamic Purchasing System (DPS), which garnered considerable attention from arts organisations and independent practitioners.

This year's major milestones included the appointment of Brenda Birungi and Sarah Hartley as co-chairs of the NCJAA Advisory board.

The Anne Peaker Lecture was a highlight of the year, drawing an audience of 130 participants. Its positive feedback attests to the value of this event in the arts in criminal justice sector.

We hosted the Inspiring Futures Festival in March, presenting partners' work through an immersive exhibition. The event was well-received, particularly the all-day session on sustainability in the arts and criminal justice sector.

In terms of funding, we secured an ISPO agreement from Arts Council England. Moving forward, our primary goal is to secure additional funding to further our ambitious plans, while supporting the sector amidst the current cost of living crisis.

The NCJAA's commitment to the arts in the criminal justice system has never been stronger. The past year's accomplishments energise us to continue innovating and advocating for the transformative power of the arts. Let's create!





member spotlight: **Bounce Back Foundation**

Bounce Back is a training charity that supports people throughout their journey from custody, through the gate, into employment, largely focused on the construction sector. It supports people to change the direction of their lives by providing support and everything they need to be work-ready.

“

I am responsible for the operational delivery of Bounce Back's strategy. The relationships I have across the sector have been greatly enhanced through working with Clinks. The regular updates I receive about both funding opportunities and policy developments through their support network has helped Bounce Back to continue to deliver. We have also contributed to forums and discussions, leveraging our areas of expertise.”

Mary Suphi, Deputy Director





Next year we will...

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

- Usher in a new era of in-person events, empower more arts organisations in criminal justice, share the groundbreaking findings of Inspiring Futures, and energise the sector with our support; in synergy with Arts Council England's 'Lets Create'
- Continue to keep the voluntary sector informed and connected, supporting collaboration and maximising Clinks' reach through our national, regional, and thematic networks and forums
- Continue to develop our specialist support networks for organisations that provide specific support or work to meet the needs of particular groups of people.



voicing

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

📷 Clinks conference 2022



Developing policy in consultation

Clinks continued to advocate for the importance of developing policy in consultation with the sector, such as in Clinks' response to the Justice Committee's inquiry on the public understanding of sentencing.

Clinks was able to feed sector knowledge and expertise into the development of the Female Offender Strategy Delivery Plan and work closely with the Ministry of Justice (MoJ) on how best to engage with the sector on this.

Clinks staff attended a meeting of the HMPPS Independent Advisory Forum where plans to use police cells to ease the prison population were discussed, and Clinks raised the sector's concerns about people's access to services and the need for the sector to have information to provide to beneficiaries.

Following HM Inspectorate of Prisons' thematic report on the experiences of Black people in prison and Black prison staff, Clinks again wrote to the Minister highlighting the importance and urgency of this issue, and the willingness of the sector to support the MoJ in concerted action towards race equality.

As an organisation we delivered three roundtables with sector specialists in neurodiversity, to support the MoJ's implementation of the Neurodiversity Action Plan.

Working in partnership

Clinks worked closely with His Majesty's Prison and Probation Service (HMPPS) on the development of the Third Sector Partnership Approach, and provided extensive feedback on what it should contain in order to be a useful and successful document for the voluntary sector. We provided feedback on the draft Third Sector Partnership Framework, and continued to engage regularly with the team.

We have continued to support engagement structures between the government and the criminal justice voluntary sector, including the RR3, the TSSPB, etc.

Reducing Reoffending Third Sector Advisory Group (RR3)

The RR3 provides the key interface between the voluntary sector and the MoJ, in order to increase mutual understanding and build a strong and effective partnership. The group is made up of senior experts from the voluntary sector and meets quarterly with civil servants to provide guidance and feedback on MoJ policy developments.

The main RR3 meetings enabled sector representatives to engage with officials on the end of Covid-19 restrictions and future regime design, leading to a special interest group (SIG) on future regime design to be created, the drive to combat drug use and plans for an Innovations Taskforce to identify and pilot new interventions on violence and self-harm in prisons, the next steps in rehabilitation strategy, and updates around Incentivised Substance Free Living Units and Drug Recovery Wings.



This year we have welcomed five new members to the RR3 (three in quarter one and two in quarter four) through competitive open recruitment, and one member had their initial two-year term renewed for a further two years.

The RR3 also held a work planning session to discuss its priorities for 2023/24.

Stronger Voice

We supported many voluntary organisations working in the criminal justice system to develop a unified and influential voice, at both a national and regional level, and to feel more confident in carrying out influencing work. We did this through our 'Using your voice' and 'Strengthening your voice' training programmes, plus multiple free communications coaching opportunities.

In year three, we had **67 attendees across the training programme**. This included **49 separate organisations**. **35%** of those organisations were **small organisations**, and 33% were specialist organisations. At the beginning and end of every session, we asked attendees how confident they felt in their ability to campaign and/or influence. **64% of training attendees** said that their **confidence to influence change increased** as a result of the training.

We delivered **six expert seminars** for voluntary sector experts to share good practice and case studies.

We aimed to provide content suitable for organisations at all stages of their influencing journey, from those just starting out to those who have been campaigning for years.

The project came to an end in March 2023. Over three years we delivered **21 training sessions, nine expert seminars, and communications coaching** through one-to-one and peer learning models to **20 small and specialist organisations**. We have also made every effort to keep the sector engaged and informed on policy issues impacting them and the people they support.

We endeavoured to ensure that smaller and specialist organisations benefitted from the project, by working across the organisation to proactively promote opportunities through our various networks and prioritise certain offers, such as the coaching programme, for smaller and specialist organisations.

The impact of the project has been an increase in confidence from small organisations when carrying out influencing work and more organisations speaking out with a unified voice on the issues that matter to them.

Clinks Thinks

We carried out a consultation to redevelop Clinks Thinks, the document outlining our key policy priorities. This document was developed in consultation with the sector and our networks, to reflect their interests and policy aims. Clinks Thinks will now become a go-to resource, hosted on a standalone webpage, to support other organisations in developing their policy aims and justifying their work.

The document contains 14 aims encompassing our views on the voluntary sector, ways of working and thematic areas.

During the consultation we developed our policy positions with



the following groups: Clinks staff, the women's networking forum, the race and justice network, the arts in criminal justice forum, the Clinks member advisory forum, and Clinks trustees.

Health and Wellbeing Alliance

We carried out three core projects as part of our role on NHS England's Health and Wellbeing Alliance. These projects were:

- Introduction of Integrated Care Systems and Health and Justice Partnership Coordinators – we worked with statutory bodies to provide guidance and insight as to the health and wellbeing needs of those in contact with the criminal justice system
- Understanding the health and wellbeing needs of neurodiverse people within the criminal justice system
- Substance abuse amongst those in prison and in the community – we worked to increase the use of rehabilitation and community sentences to reduce re-offending and meet the needs of individuals with substance misuse issues.

Neurodiversity in the criminal justice system

In March 2023, Clinks delivered an event on neurodiversity in the criminal justice system that engaged more than **80 attendees** and **53 voluntary organisations**. The event brought together voluntary organisations with commissioners and referrers to make connections. 100% agreed or strongly

agreed that the event improved their knowledge and/or skills in this area; 75% strongly agreed that they would recommend this event to colleagues and other professionals in the sector; 100% agreed or strongly agreed that the event stimulated new ideas that they would look to take forward.

We also facilitated a meeting between the MoJ and the Mayor's Office on Policing and Crime (MOPAC) on the development of neurodiversity specialist courts and hosted roundtables with voluntary sector organisations to support that work. Roundtables focused on the intersectional experiences of neurodivergent women and young Black men.

Supporting organisations in their Health and Justice work

We supported organisations working with older people (50 years plus) in the criminal justice system to develop a network to further their reach and aims; the Older People in the Criminal Justice System Network (OPiC).

Clinks also worked to help support organisations to carry out work to understand the evidence on healthy eating and education on nutrition in prison.



member spotlight: **Together Women**

Through the Stronger Voice programme, Together Women, as a valuable member of the National Women's Justice Coalition (NWJC), participated in two workshops organised by NWJC. The primary goal was to enhance the ability to convey the significance of women's centres and specialised services through the development of compelling key messages and communication tools.

“

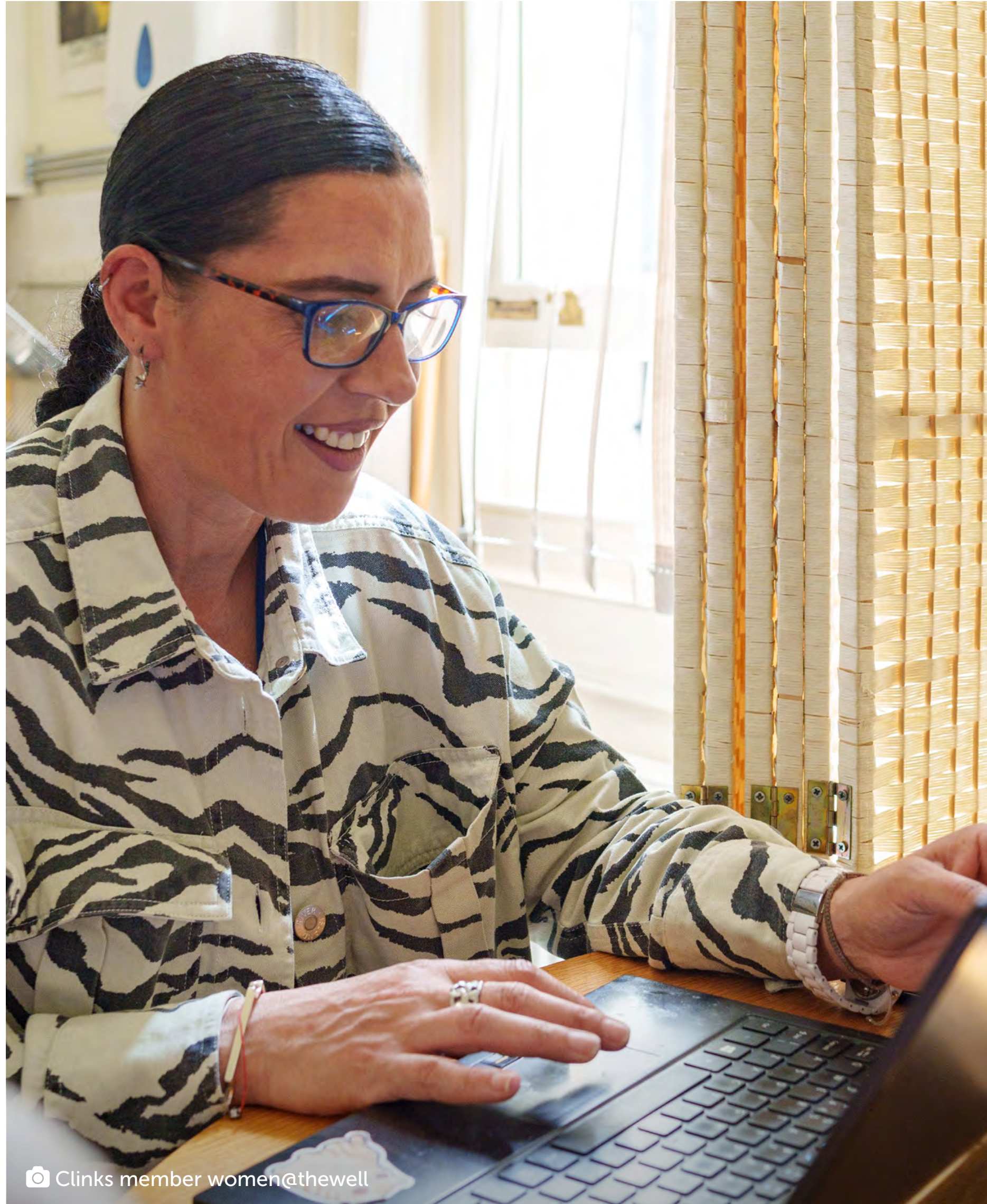
Clinks played a pivotal role in facilitating communication coaching sessions, led by the experienced Liz Kearsley. With Liz's guidance, the workshops became a source of invaluable knowledge and instrumental in fostering a unified voice for Together Women as a member and NWJC. This included crafting a succinct elevator pitch and core messages that are now integral to our advocacy and influence campaigns.”

Abbi Ayers, Development Manager, National Women's Justice Coalition



National Women's
Justice Coalition





📷 Clinks member women@thewell

Next year we will...

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

- We will platform and amplify the voice of the sector through the launch of Clinks Thinks; developed in coproduction with the criminal justice voluntary sector, the Clinks Thinks project sets out a policy prospectus focusing on key themes across the criminal justice system that align with Clinks' strategic objectives. Clinks Thinks will inform our policy priorities and mobilise the sector to engage and contribute to our policy activity
- Ensure that we continue to prioritise those that experience poorer outcomes and experience structural inequality in the criminal justice system in our policy work and act as an ally to, and amplify the voices of, those specialist organisations working with these groups
- Continue to engage with the sector through policy consultations to coproduce policy responses and ensure they are based on evidence from the sector
- Work internally to improve the connection between our regional thematic networks and our policy work so that intelligence from networks informs policy activity
- Further strengthen our policy engagement in with the MoJ, as well as other relevant departments and HMPPS, through continued partnership working with forums such as the RR3 and the Women in the Criminal Justice System Expert Group, in order to most effectively amplify and platform the voices of specialist organisations working within these specific policy areas.



supporting

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



Engaging with statutory bodies and informing the sector

We continued to provide updates to the sector around the ending of Covid-19 restrictions, such as through a blog on exiting the National Framework. Following this, we fed in the views of the voluntary sector to officials around the future regime design through a special interest group (SIG) that is due to conclude in quarter two of 2023/34.

We produced a number of blogs delivering key and timely information to support the sector, particularly around funding and commissioning opportunities:

- We had a guest blog from Jim Barton highlighting how His Majesty's Prison and Probation Service (HMPPS) is responding to voluntary sector feedback around the commissioning of probation services
- Published a blog about the Ministry of Justice grant funding for women's services, setting out how voluntary organisations can apply for the grants
- A blog providing an update to the sector on funding that had been announced, but was being delayed by the Efficiency and Savings Review (ESR).

Advocating and influencing on behalf of the sector

We presented the key findings from our 2022 State of the sector report to a meeting of the Third Sector Strategic Partnership Board (TSSPB). That presentation led to further engagement with two HMPPS teams about the research and how it can inform their work.

Following publication of *State of the sector 2022*, we attended a meeting of the ACF criminal justice network, where we presented the report's findings, and facilitated a discussion with funders about what they might mean for the sector, trusts and foundations. Feedback from these discussions has helped to iterate the 2023 State of the sector project. We presented to the TSSPB, HMPPS and the MoJ, attended by the DG CEO at HMPPS. Research is now being commissioned to better understand the funding situation and needs of the third sector in partnership with Clinks HMPPS and the ACF.

The report has also been used to further support Clinks' influencing work, such as feeding into Clinks' response to the Welsh Parliament Finance Committee on the Draft Welsh Government Budget.

We continued to support and represent the sector with ministers and officials, such as through the RR3, with the Prisons Minister, Rt Hon Damian Hinds MP, attending the meeting held in December 2022.

Clinks submitted evidence to the Justice Committee's inquiry into adult custodial remand and wrote a blog summarising the Committee's recommendations. In January 2023, we convened a round table of voluntary sector organisations and officials from across government to discuss progress made around providing accommodation for people in the criminal justice system, including progress on CAS3.

We produced a practical blog providing the sector with advice on engaging with new ministers, supporting them to develop their influencing work.





member spotlight: **New Beginnings North**

New Beginnings North CIC is a social enterprise based in the North East. It provides an ambitious and innovative approach to delivering social justice for neurodivergent young people within, and on the verge of the criminal justice system. Adopting a trauma-informed, child first approach, they meet needs which in turn mitigates risk.

“

Becoming a member of Clinks has, without doubt, been the single best thing I could have done when setting up New Beginnings North. Not only did it provide access to funders, as CEO I also gained an amazing network of support through Clinks and the online forums. Being able to meet and chat with colleagues on a regular basis is invaluable in terms of our mental health and the growth and development of our small third sector organisation. Additionally, through these forums and Clinks, New Beginnings North has successfully secured over £100,000 in funding and Clinks has championed Neurodiversity across the sector, bringing it to the forefront.”

Joanne Vance, CEO





📷 Clinks member women@thewell

Next year we will...

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

- Work with HMPPS, regional stakeholders and voluntary organisations to develop a partnership approach with decision makers to develop services to explore, understand and engage with opportunities and challenges
- Develop our voluntary sector co-ordination support in HMP/ YOI Isis and promote the model through dissemination of learning to the prison service nationally and locally
- Develop and co-ordinate a dedicated Families Network to ensure people in prison and their families receive high-quality, meaningful and effective support to maintain relationships
- Support voluntary organisations to understand and access funding opportunities
- Continue to promote good practice in commissioning to enable the sector to engage with opportunities.



developing

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



This year we re-introduced our membership fees and were pleased to end the year with **608 voluntary sector organisations as members** of Clinks. **Almost half** (283 – 47%) of our membership was made up of **small and specialist** organisations who qualify for bursary membership, which evidences our continued commitment to ensure that these organisations are supported to overcome the substantial and ongoing challenges that come with being a small organisation in the voluntary criminal justice sector. We were also pleased to see **42 new members** join in the 2022-23 financial year, which shows that our membership offer remains relevant and appealing to the sector.

We also undertook an audit of all Clinks membership accounts in the 2022-23 financial year, which allowed us to ensure our database was as up to date as possible to prepare for 2023-24 membership renewals. Obtaining accurate and current contact details for our members was a priority in this audit, as we are then able to have more efficient engagement with them and ensure that all information and opportunities are circulated to the appropriate audience. Alongside this work, the membership team worked with Freelygive to create a subscription feature on our website that enables our members to pay their fees online, which will drastically reduce the administration time attached to membership fee payments in the future.

The member advisory forum continued to meet regularly throughout the financial year and provided valuable feedback on our revised version of Clinks Thinks, as well as feeding into the response to the Justice Committee's inquiry into the public understanding of sentencing. With some members moving on from the forum, we successfully recruited six new members with a range of experience and are now engaging positively with our **14 active forum members**.

Retained and developed our resilient and valued core team

In 2022-23 we worked with our valued core team to refine our position as a fully remote working organisation. There were challenges to navigate and we worked hard to ensure our people were listened to and considered in the decisions we undertook. Clinks successfully managed the transition and focused on the ability to facilitate face-to-face engagement, support our staff at home and promote wellbeing as a priority. Our staff continue to deliver high quality services, meeting the needs of the sector and meeting together regularly to strengthen our relationships and grow as an organisation.

We continued to promote and encourage the take-up of a monthly wellbeing day for the benefit of our staff and their mental health. We recognised the impact working from home can have on individuals and worked together to create people-led cross-team working methods.

We continued to see a positive impact on our staffing sickness and productivity levels. Our staff continue to be fully supported when their work/life balance needs adjusting. The importance of this is paramount to our organisation's priorities.



Wellbeing days are a real positive of working at Clinks, and have proven that we all have the ability to do our jobs better with a bit more time for our wellbeing"

Clinks staff member



Increased the diversity of our team of staff and volunteers

During this year, our board has continued to strengthen and grow as our Trustees provide unwavering support to the organisation and help to guide us with collaborative efforts in recruitment, membership challenges and provision of expert knowledge from their own field. Our board fellows have gained valuable insight into Trusteeship and we continue to be proud of the diversity and experience brought to us by our Board. Our equalities data displays a great representation of diversity for the 2022-23 financial year after experiencing a period of board stability.

We continued to actively encourage people with protected characteristics and lived experience of the criminal justice system to apply for posts. Our whole team training session on starting the discussion about employment of people with lived experience was impactful and positive. Our latest staff equalities survey now shows a positive increase in representation of people with lived experience of the criminal justice system within our own workforce.

We continued to recruit from across England and Wales and are proud to have staff based in all regions.



Board members

55% identify as being **racially minoritised**

27% have **lived experience** of the CJS

27% have a **disability** and/or **neurodivergent** needs

73% are **female**

18% identify as **LGBTQ**

27% are **under 34 years**



Staff

42% identify as being **racially minoritised**

42% have **lived experience** of the CJS

27% have a **disability** and/or **neurodivergent** needs

73% are **female**

12% identify as **LGBTQ**

35% are **under 34 years**



Developed funder relationships and secured income

We continued to evolve our approach to income generation, focusing our resources on a select number of trusts and foundations in addition to increasing our efforts to self-generate income. We are continuing to look at how we can diversify our income streams to ensure the stability of Clinks, in a challenging fundraising landscape. During this period we were grateful to receive a new three-year grant from Arts Council England, securing the future of the National Criminal Justice Arts Alliance, in addition to a new two-year grant from the Barrow Cadbury Trust which will enable us to continue to amplify the voice of the sector from May 2023.

Continued to strive to be an anti-racist charity

We made progress as an anti-racist organisation with activities reflective of this across the charity. Our anti-racist working party continues to be formed from the staff and trustee team. This year we engaged in important activity around the Race equality 5-day challenge and this opened up more challenging areas of learning and unlearning – leading to important conversations about race.

We started a collaborative piece of work to source an external facilitation of training for the whole team to be able to bring an element of external impact to our ambition to be an anti-racist organisation.

Clinks is also proud to have seen the start of its first employee resource group specifically for racially minoritised colleagues to have a safe space for discussion and support each other.





member spotlight: Cornerstone Opportunities CIC

Cornerstone is a dynamic provider of housing related support solutions across Wales working in partnerships with local authorities and probation. Its unique concept is that all staff, no matter what their job title, deliver direct support to service users.

“

Cornerstone is new to Clinks and the Ministry of Justice Commissioning portal and have utilised the great support offered to gain a better understanding of the work being commissioned. Clinks in particular have been an excellent sounding board and advisors to us. Enabling us to link in to the portal and match us into commissioning forums to gain a healthier understanding and input into possible tendering opportunities, we couldn't have done it without them.”

Andrew Clarke, CEO





Next year we will...

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

- Further develop our membership offer, including access to resources and tools to help voluntary organisations better meet their aims
- Continue to be a strong and well-run organisation with access to resources to meet those emerging needs
- Continue our anti-racist work to become a leading organisation in this area and establish training for our team in key areas
- Prioritise our income generation activities using more efficient systems and processes
- Ensure we understand our impact and how we measure it
- Retain a valued core team and strengthen Clarks' ways of working incorporating a hybrid approach to our teams' collaborations.



financial review



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

Financial review

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

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

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

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

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

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

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

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

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



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

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

Principal risks and uncertainties

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

In addition, we have introduced a going concern measure by calculating projections of not only Clinks current year, but up-stream planning

for future years, applying current and predicted financial principals and environments to current knowledge and financial planning.

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

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

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

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



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

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

Reserves policy and going concern

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

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

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

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

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

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



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

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

Statement on fundraising practices

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

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

Structure, governance and management

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

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

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

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

Appointment of trustees

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



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

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

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

Trustee induction and training

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

Auditors and the Charity Finance Group. Presentations are made at trustee meetings to provide insight into the work of Clinks and our members.

Remuneration policy for key management personnel

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

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

Starting salary and increments

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

Statement of responsibilities of the trustees

The trustees (who are also directors of Clinks for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company



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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware:

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

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

Auditors

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

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

Simon Alsop
Treasurer



Independent auditor's report

Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those

standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Clinks's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and,



except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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



Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

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

- We enquired of management and the board of trustees, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - » Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;

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

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



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

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)

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



Financial statements

Statement of financial activities

(incorporating an income and expenditure account)

for the year ended 31 March 2023

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

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

Balance sheet

as at 31 March 2023

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

Approved by the management committee on _____ 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 2023

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

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

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

Notes to the financial statements

for the year ended 31 March 2022

1. Accounting policies

a. Statutory information

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

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

b. Basis of preparation

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

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

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

c. Public benefit entity

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

d. Going concern

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

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

e. Income

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

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



f. Interest receivable

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

g. Fund accounting

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

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

h. Expenditure and irrecoverable VAT

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

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

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

i. Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned based on the estimated staff time attributable to each activity.

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

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

j. Operating leases

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

k. Tangible fixed assets

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

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

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

- Computer 4 years

l. Debtors

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

m. Cash at bank and in hand

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

n. Creditors and provisions

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

o. Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

p. Grants payable

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

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

q. Pensions

The charity makes contributions to a defined contribution scheme and to employees' personal pension plans based on a fixed percentage of salary. Contributions are charged as expenditure in the year in which they are incurred.



2. Income from charitable activities

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

3. Income from other trading activities

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

4. Income from investments

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



5a. Analysis of expenditure

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

(Note 5a continued)

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



5b. Analysis of expenditure (prior year)

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

(Note 5b continued)

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



6a. Grant making (current year)

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

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

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

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

6b. Grant making (prior year)

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

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

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

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

7. Net income / (expenditure) for the year

This is stated after charging / (crediting):

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



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

Staff costs were as follows:

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

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

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

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

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

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

9. Staff numbers

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

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

10. Related party transactions

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

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

11. Taxation

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



12. Tangible fixed assets

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

All of the above assets are used for charitable purposes.

13. Debtors

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

14. Creditors: amounts falling due within one year

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

15. Deferred income

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

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



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

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

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

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

18a. Movements in funds (current year)

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



18b. Movements in funds (prior year)

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

Purposes of restricted funds

Arts Alliance

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

Lloyds Bank Foundation for England & Wales

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

City Bridge Trust and Civil Society Roots Fund

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

Women’s Capacity Building

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

Women’s Network

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

Department for Health and Social Care – VCSE Health and Wellbeing Alliance

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

Making Every Adult Matter – Local Development and Making Every Adult Matter – Policy

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

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

Barrow Cadbury Trust – Policy Engagement

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

Ministry of Justice – Infrastructure Fund

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



19. Analysis of cash and cash equivalents

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

22. Legal status of the charity

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

Reference and administrative information

Company number 3562176

Charity number 1074546

Registered office and operational address 82A James Carter Road, Mildenhall, Suffolk IP28 7DE

Country of registration England and Wales

Country of incorporation United Kingdom

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

- Roma Hooper OBE – Chair
- Simon Alsop – Treasurer
- Salim Baba
- Richard Booty (resigned February 2023)
- Rachael Byrne (retired November 2022)
- Amina Ditta
- Donna Everett
- Maisie Hulbert
- Kelly Loftus
- Simon Ruding
- Jessica Southgate

Key management personnel Anne Fox – Chief Executive Officer

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

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



Funder summary

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

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



Thank you to our funders

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

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



Supported using public funding by
**ARTS COUNCIL
ENGLAND**



THE BROMLEY TRUST
HUMAN RIGHTS | PRISON REFORM



Department
of Health &
Social Care



HM Prison &
Probation Service



Ministry
of Justice

J LEON GROUP



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





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Our vision

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

Our mission

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

Join Clinks: be heard, informed, and supported

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

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

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

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

www.clinks.org/membership

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