



# **LEADING FOR CHANGE**

## **Clinks' strategy to 2030**

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[clinks.org](https://clinks.org)

# **CLINKS**





## Vision

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

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## Mission

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

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## Values

- We believe in the voluntary sector
  - We believe in people's capacity for change
  - We are fair
  - We follow the evidence
  - We are approachable, accessible, inclusive and collaborative
  - We challenge inequality in all its forms
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# What we want to achieve...

Policy and services nationally and locally will reflect the needs of the sector and those it serves, as a result of our advocacy with and on behalf of the criminal justice voluntary sector.

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A well maintained and thriving network of networks, involving empowered voluntary organisations, especially those smallest and specialist in focus, who are engaged and helping one another based on where they work, who they work with, and how they work.

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Voluntary organisations utilise our high-quality, visible support, information, resources and training to ensure those they serve have the right support to achieve their full potential.

## How we will recognise our success...

- Greater involvement of voluntary or organisations in development of policy and services
  - Engagement in all HMPPS regions with voluntary organisations
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- Membership numbers in our networks represent the wider sector
  - Year on year growing numbers of engaged members
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- High rates of satisfaction from members across regional and specialist networks.
- Case studies showing impact of Clinks support on organisations' ability to meet the needs of those they serve



# How we will get there...

**Clinks is only as strong as the voluntary organisations it serves: to be successful, we need to work together and alongside one another, harnessing our collective strengths, and learning where leadership best sits for different issues.**

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Clinks has worked over many years as a small expert organisation, offering as much support as we were able to provide. Over the next five years, we want to work in a new way: taking the lead where we are best placed to, and creating spaces and opportunities for others to take the lead when that is the best way forward. Clinks' belief in the sector's role and value is stronger than ever. We need to be agile, yet constant, so the sector always has a champion.

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The context in which we operate has changed substantially, so, over the next five years, Clinks will focus on consolidating, refining, and finessing its work, ensuring the support it provides to the sector remains as powerful as ever. To achieve this, we will have a skilled staff group, who will connect, lead, inform, and collaborate with the voluntary sector.

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We want to work increasingly in partnership joining together with organisations with complementary strengths to ours, for greater impact. We remain as ambitious as ever; we just need to work smarter. We have a distinct role and working with others we can better respond to what the sector needs where we don't hold expertise. This includes in relation to ways technology can better enable the sector to work efficiently and effectively and to meeting the needs of by and for organisations.



# Our new model



## Coordinate

We will coordinate support for the sector, bringing organisations and leaders together in networks and through collaborative projects with others.



## Connect

We will connect organisations to one another in our specialist networks and in regional groupings.



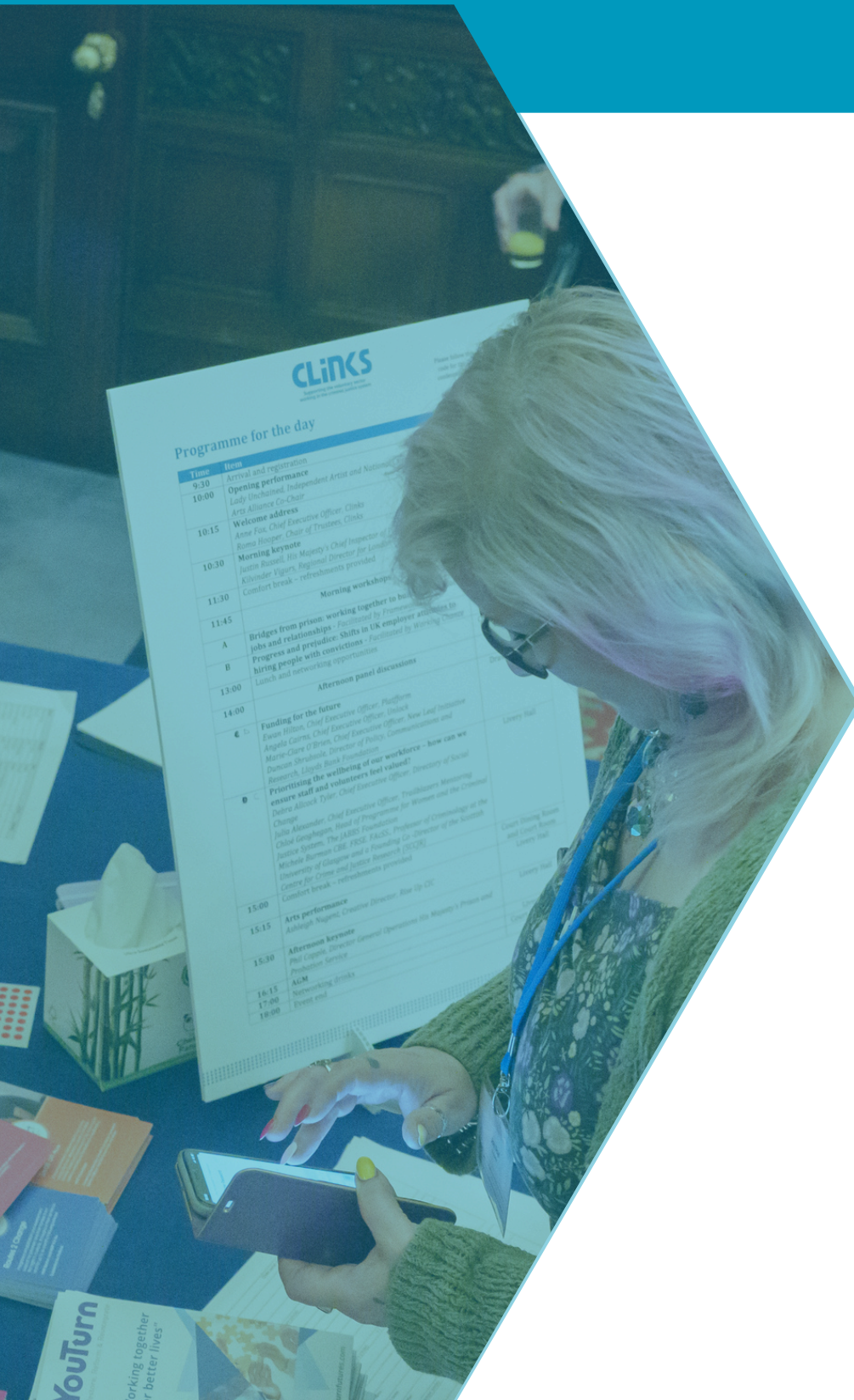
## Inform

We will inform the sector of evidence, developments, and sources of support. we will inform others of the role and value of the sector



## Lead

We will lead the sector following good practice and evidence in how to evolve to meet emerging need and achieve effective policy change.







## Coordinate

- By bringing organisations together, in our network of networks, based on their location or specialism
- By bringing the sector together with decision makers, potential partners, and funders
- By supporting organisations to understand the evidence and evidence their value
- By continuing to have a respected policy voice in support of the sector's value and role
- By supporting the sector in the development of pragmatic and evidence-based policy
- By supporting the sector to speak with a unified voice on key issues of race, women, families, the arts (and other agreed thematic areas)
- By providing a membership support service and a range of training and events
- By working nationally in England and Wales and regionally as well as within criminal justice settings and services.



## Inform

- By maintaining our strong relationships with the MoJ and HMPPS, and by extending this network across the UK and Welsh Governments, and within devolved/local regions
- By leveraging our relationships to influence policy on behalf of voluntary organisations, with a specific focus on smaller, specialist organisations
- By promoting the impact of the voluntary sector's work with people in the criminal justice system, highlighting evidence and best practice
- By being a trusted voice among the sector, funders, and statutory partners
- By consistently measuring our impact and that of the sector
- By challenging inequity in the criminal justice system in all its forms.





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