National Criminal Justice Arts Alliance

CLiNKS

CLINKS ANNUAL REPORT & FINANCIAL REVIEW

for the year ended 31 March 2026

Working with our members and partners to build stronger communities, improve lives and champion a fairer justice system.



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FOREWORD

This year has been one of transition, challenge and opportunity for Clinks, for our members, and for the wider voluntary, community and social enterprise (VCSE) sector working in criminal justice.

In March 2026, Clinks marked a significant moment in its history as Anne Fox stepped down after more than a decade as Chief Executive and I joined the organisation. Anne leaves an extraordinary legacy. Her leadership helped establish Clinks as a trusted and influential voice across government, statutory agencies, philanthropy and the voluntary sector alike.

While leadership transitions inevitably bring change, they also create opportunities to build on strong foundations. What I found when I arrived was an organisation with a highly skilled and dedicated staff team, and an unwavering commitment to supporting the organisations that work every day alongside people in contact with the criminal justice system.



That commitment has never been more important.

This year's State of the Sector report painted a stark picture. Across England and Wales, VCSE organisations continue to deliver essential services despite rising demand, growing complexity of need, workforce pressures and persistent funding challenges. Alongside the report, Clinks undertook a financial analysis of the sector for the first time, providing a clearer understanding of the financial resilience—and fragility—of organisations operating in criminal justice. The findings reinforced what many organisations have been telling us for some time: that while the sector remains innovative, determined and impactful, it is doing more with less and often carrying significant uncertainty.

Yet the picture is not simply one of challenge.

What struck me most throughout the start of my tenure has been the extraordinary commitment, creativity and expertise that exist across our membership. Even against a backdrop of fatigue and, at times, understandable disillusionment, I have seen organisations continue to develop solutions, forge partnerships and improve outcomes for people and communities. That gives me confidence not only in the future of this sector, but in what can be achieved when we work together.

Clinks has always recognised that meaningful change is most likely when we engage constructively with the systems around us, while never losing sight of the people those systems are intended to serve. Ours is not an approach of standing on the sidelines: we work within the system to shape it. We bring together different perspectives from a multitude of stakeholders, including government agencies, statutory professionals, the victim support sector, people with lived experience, philanthropists, commissioners and a diverse network of voluntary organisations. We look for common ground, practical solutions and shared outcomes that can unlock progress.

That approach has been particularly important during a year of significant policy change.

The Independent Sentencing Review, ensuing Sentencing Bill and its implementation dominated discussions across criminal justice. Clinks have played an active role in helping shape conversations around the reforms, ensuring that the expertise of the voluntary sector has been heard and understood. We have continued to support our members and partners to understand the implications of implementation,

identify emerging challenges and contribute practical solutions. Increasingly, our role has been to act as a bridge between policy intent and operational reality—bringing the experiences of frontline organisations into national discussions while ensuring that crucial information reaches those delivering services on the ground.

> Much of this work is largely invisible.

Annual reports understandably focus on outcomes, publications and events. But some of Clinks' most important contributions happen quietly. They happen in meetings where voluntary sector perspectives are represented when no one else is in the room to speak for them. They happen through convening organisations that would not otherwise meet, discreetly providing guidance to members on commissioning, and encouraging policy makers to absorb recommendations from our members into briefings and publications. It is often patient, persistent and behind-the-scenes work, but it is work that matters.

Throughout the year, we have remained committed to diversity, equity and cultural competency in all aspects of our work. We know that effective services must reflect and respond to the experiences of the communities they serve. We also know that place matters. Local contexts, local partnerships and local leadership are critical to achieving better outcomes, and we will continue to champion place-based approaches alongside national influence.

We have placed equal importance on our own organisation. Looking after our staff, investing in leadership, strengthening collaboration across teams and building organisational capability are all essential if Clinks is to continue meeting the needs of members and the sector. Strong external impact depends on strong internal foundations.

As the broader political context has shifted, we are embracing the opportunity presented by a new Prime Minister, changes within the justice ministerial team and continued commitment to progress. Change alone is never enough, but moments of transition create opportunities to rethink approaches and build stronger partnerships. Clinks has worked to ensure that the VCSE sector is well positioned to contribute to that agenda, demonstrating not just the challenges faced by communities, but also the solutions that already exist within them.

Central to this is our belief in collaboration across boundaries. The challenges facing criminal justice do not sit solely within criminal justice. Housing, health, employment, education, social care, local government and community infrastructure are all part of the picture. Similarly, lasting change requires partnership across the public, private, voluntary and philanthropic sectors. Trusts and foundations continue to be instrumental in fostering innovation, independence and long-term thinking. It is essential that funders have confidence that systems change within justice is both possible and achievable—and that investment in collaboration, leadership and evidence can deliver tangible results.

Looking ahead, our future direction is becoming increasingly clear. Building on our strategy, we are focused on connecting, coordinating, leading and informing. We want to support a more connected and collaborative sector, increase participation across diverse organisations, strengthen resilience through member benefits and collective action, ensure policy and service design are truly shaped by VCSE expertise, and improve understanding of the sector's value among commissioners, funders and decision-makers. We are also working to strengthen Clinks' role as an authoritative voice on major reforms, improve funding conditions for the sector, expand networks and partnerships, and help drive whole-system approaches to reducing reoffending and supporting safer communities. These priorities reflect the direction set out in our emerging organisational focus and build on the strong foundations already in place.



At its heart, however, Clinks remains guided by a simple belief: that positive change is possible when people come together with a shared commitment to finding solutions.

At a time when many are understandably weary from years of pressure and uncertainty, I hope this report serves as a reminder of what is still possible. Across the sector, every day, organisations are changing lives, strengthening communities and helping create a fairer and more effective justice system. Clinks is proud to stand alongside them.

Thank you to our members, partners, funders, trustees and staff for everything you have contributed this year. I look forward to what we will achieve together in the years ahead.

> I hope this report serves as a reminder of what is still possible.



Dr. Summer Alston-Smith
Chief Executive, Clinks

Mandy Mahil
Chair of the Board of Trustees, Clinks

STRATEGIC GOALS

Clinks' strategy is centred on four interconnected ambitions: Connect, Coordinate, Lead and Inform. Together, these priorities reflect both our role as an infrastructure organisation and our commitment to strengthening the voluntary, community and social enterprise (VCSE) sector across the criminal justice system.

Together, these strategic goals provide a clear framework for how Clinks supports the sector today while creating the conditions for greater impact tomorrow.



CONNECT

Through our Connect work, we seek to build a more connected and collaborative sector. We bring organisations together through networks, events, partnerships and engagement opportunities, creating space for shared learning, collective problem solving and stronger relationships across the criminal justice landscape. We are equally committed to broadening participation, ensuring that organisations of different sizes, specialisms and backgrounds can shape and benefit from Clinks' work, including those led by people with lived experience and by-and-for communities.



COORDINATE

Our Coordinate function focuses on building a stronger, more capable and resilient sector. Through our expanding membership offer, information, learning opportunities and practical support, we will continue to help organisations navigate an increasingly complex operating environment. At the same time, we provide the infrastructure that enables organisations to come together around shared priorities, strengthening collective influence and enabling coordinated responses to emerging challenges and opportunities.



LEAD

Through Lead, we ensure that the expertise of the VCSE sector is heard where decisions are made. Clinks works to shape policy, commissioning and service design by connecting decision-makers with frontline experience, evidence and lived expertise. We aim to play a bold leadership role within the sector, driving conversations, amplifying emerging issues and championing innovative approaches that can improve outcomes for people in contact with the criminal justice system.



INFORM

Finally, our Inform objective recognises the importance of trusted information and evidence. We help organisations understand policy and operational developments, sharing verified, official information and enabling organisations to make informed decisions and respond to change effectively. We also work to increase understanding of the sector's value and impact among funders, commissioners and policymakers, demonstrating the essential contribution that voluntary organisations make to safer communities, reduced reoffending and better outcomes for individuals.

HEADLINE IMPACT SUMMARY

A snapshot of our key achievements and impact in 2025–26.



552
CURRENT MEMBERS

A strong and diverse sector community

500 → 552
Growth across the year

Q1 at 30.6.25 to Q4 at 31.3.26

56
NEW MEMBER APPLICATIONS

Organisations choosing to join and be part of our community.

393
1:1 MEMBER SUPPORT INTERACTIONS

Supporting our members to navigate challenges and seize opportunities.

150
1:1 NON-MEMBER SUPPORT INTERACTIONS

Providing advice and guidance to organisations across the sector.

57
SUPPORT AROUND OPPORTUNITIES

Engagement and support around commercial, commissioners and other opportunities.

21%
of members are bursary members with income below £30k

Helping smaller organisations access and benefit from Clinks' support.

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Area Engagement

Connecting organisations, strengthening local networks and making sure regional voices are heard.

Our Area Engagement team works across England and Wales, building relationships with voluntary organisations and connecting them with each other, statutory partners and decision-makers.

Through events, networks and one-to-one support, we help organisations navigate the criminal justice system, respond to local challenges and bring frontline insight into wider conversations.



Local relationships.
Stronger connections.
Greater influence.

AREA ENGAGEMENT



NORTH WEST

51 organisations

80 engagements



76 organisations

159 engagements

NORTH EAST, YORKSHIRE & HUMBER



49 organisations

82 engagements

MIDLANDS



WALES

64 organisations

178 engagements



LONDON

60 organisations

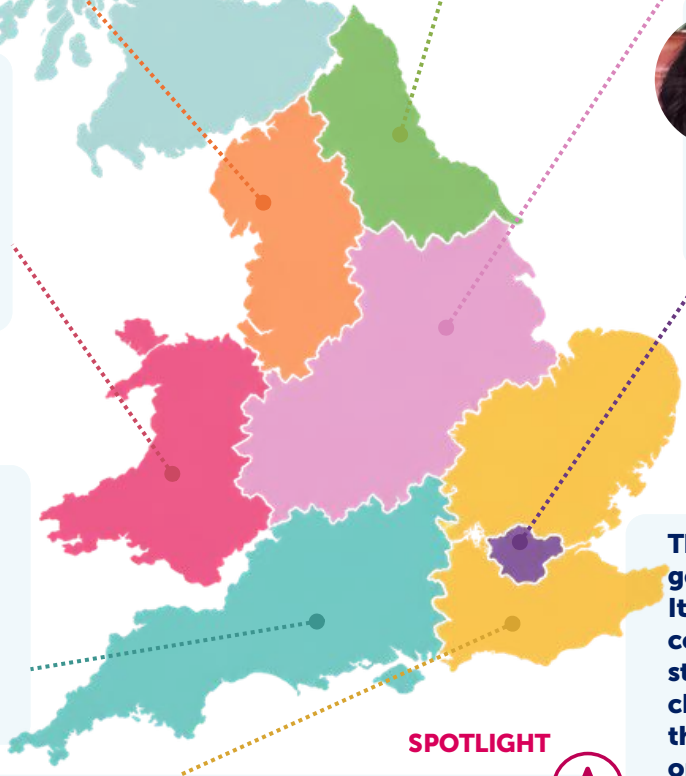
152 engagements



52 organisations

83 engagements

SOUTH WEST AND SOUTH CENTRAL



SOUTH EAST AND EAST

The South East and East of England is a geographically large and diverse area. It encompasses busy urban centres, coastal towns, and significant rural stretches — each presenting distinct challenges for people in contact with the criminal justice system and the organisations that support them.

Key challenges facing the region include:

- rural isolation and limited public transport affecting access to services
- housing pressures and resettlement difficulties
- mental health and wellbeing needs
- substance use and dual diagnosis
- youth justice
- supporting people on release from custody into the community

SPOTLIGHT



SOUTH EAST AND EAST

Charlotte Howell joined Clinks in February 2026 as our dedicated part-time Area Engagement Officer for the region.

Her first priority is mapping the voluntary organisations supporting people in contact with the criminal justice system and their families across the region.

51 organisations

70 engagements

CASE STUDY

WALES

Amplifying the Welsh community and voluntary sector voice

Clinks played a key role in ensuring that the knowledge and experience of community and voluntary sector organisations in Wales informed criminal justice policy discussions in both Cardiff Bay and Westminster.

Our Area Engagement and Partnerships manager for Wales used both 1:1 support and a series of sector wide roundtables to understand the issues facing the sector. Clinks strengthened the sector's collective voice — helping to ensure that policy decisions were better grounded in frontline realities.

HOW WE WORKED

In response to the Welsh Affairs Committee's inquiry into Prisons, Probation and Rehabilitation in Wales, Clinks convened a series of roundtable discussions with members working across the criminal justice system. These sessions created a structured and inclusive space for organisations to share frontline insights, highlight systemic challenges, and identify opportunities for improvement. By bringing together diverse perspectives—including organisations supporting people in prison, on probation, and in the community—Clinks ensured the evidence reflected the full complexity of service provision in Wales.

Alongside this, Clinks provided tailored one-to-one support to member organisations, enabling a greater understanding of how the system operates in Wales, allowing for meaningful connections to be made with other providers, policy makers and commissioners. The engagement with organisations from across Wales enabled us to increase our understanding of the issues affecting those working on the ground, strengthening the breadth and credibility of our evidence base.

Drawing on this engagement, Clinks submitted written and oral evidence to the Welsh Affairs Committee, presenting a coordinated sector perspective. This evidence directly amplified key issues such as the need for sustainable funding, improved cross-sector collaboration, and recognition of the voluntary sector's critical role in rehabilitation and reducing reoffending. A similar approach was taken in contributing to the Senedd's Housing Committee scrutiny of the Housing and Social Allocations (Wales) Bill. Clinks worked with members to capture the criminal justice dimensions of housing inequality, particularly for people leaving prison or under community supervision. This ensured that barriers to housing—often overlooked in policy design—were clearly evidenced and understood.

IMPACT

- Decision-makers had access to credible, coordinated evidence grounded in frontline delivery, improving the quality and relevance of scrutiny.
- Underrepresented voices were included, ensuring that smaller organisations and lived experience perspectives influenced national discussions.
- The sector's role in rehabilitation and resettlement was more clearly recognised, helping to shape more joined-up thinking between criminal justice and housing policy.
- Members were better equipped and more confident to engage in future policy processes, strengthening long-term sector influence in Wales.

By feeding this evidence into both UK and Welsh parliamentary processes, we ensured that the lived realities of people in contact with the criminal justice system—and the organisations supporting them—were reflected in decision-making. This work demonstrates the value of our convening power and advocacy role: turning sector insight into tangible policy influence and creating lasting capacity for engagement across its membership.

CASE STUDY

NORTH EAST YORKSHIRE AND THE HUMBER

Northumberland Community and Voluntary Action

To increase knowledge of Clinks and criminal justice priorities, the area engagement team have been developing relationships with local infrastructure organisations. In the North East area, Northumberland Community and Voluntary Action (NCVA) were bringing together statutory agencies, community organisations and people with lived experience, to help understand the challenges people face on release from prison. The 'Mind the Gap' project was in its infancy, having worked with a local voluntary community and social enterprise (VCSE) organisation to gather the views of men in prison. Despite a wide range of statutory and voluntary services, too many individuals fall through the gaps at the most critical point: transition from prison back into the community. The right service to access, but not in the right place leads to poor take up possibly due to the lack of awareness of the service or fear of engaging. For many, release is not a new start, but the beginning of another struggle marked by isolation, stigma, poor mental wellbeing, and practical barriers such as lack of housing, identification, or income.

Clinks supported NCVA to invite the right people around the table to search for solutions on an equal playing field. By using lived experience storytelling, using an actor, and solution focused facilitation, partners and people with lived experience consistently identified two interlinked sets of barriers:

STRUCTURAL BARRIERS

- Lack of stable and appropriate housing
- Financial exclusion and lack of bank accounts
- Limited access to employment and skills opportunities
- Loss or absence of key documentation (ID, qualifications)

PERSONAL AND RELATIONAL BARRIERS

- Social isolation and fractured family connections
- Stigma associated with a criminal record
- Poor mental health, substance misuse, and low self-worth
- Limited trust in systems and lack of agency

Clinks provided details of other programmes and activities to enable NCVA to build on existing best practice and develop a proposal which would work for the local area. The Mind the Gap model is seeking to secure funding for NCVA to test a community- led, relationship-based model designed to reduce reoffending and support safe, sustainable reintegration. The model brings together trusted mentors, a dedicated community hub, early practical preparation, and strong cross-sector partnerships.

Clinks were able to offer training to NCVA staff about how to navigate the CJS, a new area for them: "a big congrats for today, you both really did very well! It flowed brilliantly".

Like many infrastructure organisations, NCVA is facing an incredibly difficult time securing funding and is having to make staff redundant however, this is not taking away from the determination to turn this project idea into a reality. Should NCVA secure funding, Clinks will continue to provide criminal justice expertise and strategic engagement.

> While leading our NCVA initiative, Mind The Gap, which explores why people fall through the gaps in public services, we focused on the challenges facing people with convictions. We were deeply concerned by the high rates of reoffending and recognised the need for a more collaborative and effective approach.
>
> We were delighted to connect with Natalie Maidment at Clinks and benefit from her extensive knowledge and expertise within the criminal justice system. Clinks has been instrumental in championing a practical and achievable 'whole-sector' approach, ensuring that the voluntary sector is recognised as an equal and valued partner sharing NCVA's common purpose.
>
> As an associate member of our steering group, Clinks provided invaluable guidance throughout the development process. Their support and insight have been central to our progress, and we are now ready to launch a pilot that will demonstrate the impact of meaningful voluntary sector involvement in improving outcomes and reducing reoffending.



CASE STUDY

NORTH WEST

Clinks supported a small organisation that was facing significant barriers to delivering services in collaboration with His Majesty's Prison and Probation Service (HMPPS). Although the organisation had secured external funding, progress was at risk because developing partnership and information-sharing agreements was complex, time-consuming, and difficult to navigate. The organisation was concerned it may need to pay for legal advice and provide additional assurance to its board before agreements could be signed, creating a risk that much-needed support for people in contact with the criminal justice system would be delayed or lost.

Recognising that many small voluntary, community and social enterprise (VCSE) organisations face similar barriers, Clinks wanted to develop an opportunity to improve collaboration between HMPPS and smaller VCSE organisations by developing a wider solution.

Clinks worked alongside the HMPPS Third Sector Partnership Team to develop non-funded partnership agreements for both prisons and probation that could be adopted across all areas. A special interest group (SIG) of the Reducing Reoffending Third Sector (RR3) Advisory Group was convened to draw on good practice and the expertise of VCSE organisations working with prisons and probation services without direct funding from HMPPS or the Ministry of Justice (MoJ).

The group identified how prisons and probation areas can engage with and support externally funded VCSE organisations in ways that are consistent, transparent, and workable, particularly for smaller organisations with limited capacity. By clarifying expectations and reducing duplication, the approach has the potential to save time, reduce legal and administrative costs, and give both HMPPS and VCSE partners greater confidence to work together. As a result, practical guidance for both HMPPS and VCSE organisations has been produced, alongside national frameworks to help HMPPS and local establishments facilitate non-funded partnerships more effectively. Once agreed, these resources will support a more consistent national approach, enabling smaller VCSE organisations to contribute their expertise more easily and help Prisons and Probation areas build stronger relationships with local organisations.

The impact is therefore both immediate and strategic:

resolving a barrier for one organisation while creating tools that can improve access, confidence, and collaboration between HMPPS and VCSE organisations.



CASE STUDY

MIDLANDS

Servol Community Services

Servol Community Services provide a range of supported accommodation for individuals who have experienced enduring mental health problems, and are now in the process of recovery, and require short-medium term supported accommodation. They also provide residential units for individuals identified as having a long term acute mental health condition.

Servol is looking to work with people with Learning Disability conditions and, longer term, provide accommodation for people leaving prison who have been identified as having a mental health problem, through their Phoenix Project in the West Midlands.

THE PHOENIX PROJECT

The Phoenix Project provides specialist supported accommodation for prison leavers with complex mental health needs, helping them reintegrate into the local community and reduce reoffending.

When transferring from prison to the community, individuals often experience a disruption in their mental health care. Without this continuation of care, they are more likely to reoffend and return to prison.

The projects' goal is to ensure individuals have a safe place to live upon release and receive the necessary support until they are ready to transition to independent living. By equipping individuals with the skills needed to move forward, this approach aims to bridge the gap between prison and the community.

We were contacted by Gaynor Brooke at Servol as they were struggling to get referrals from criminal justice agencies to the newly established accommodation that they have as part of the Phoenix project.



Through our relationships we facilitated a meeting between HMPPS in the West Midlands and Servol, to raise awareness of the services offered and the benefits of the project. This ultimately enabled work with the contracted accommodation provider to support referrals to the service.

Through the support provided by Clinks, Servol's Phoenix Project is now receiving referrals, and men leaving prison with mental health needs across the West Midlands can access this specialist support. We work to connect our members and the wider VCSE sector with criminal justice agencies and, in this case, we were able to provide support to ensure that an underutilised service would receive appropriate referrals and ensure that people could access the support they need.

CASE STUDY

LONDON

Strengthening Fathers is a project led by the charity Groundwork, a Clinks member, offering personalised support, workshop delivery, and community support for fathers on their fatherhood journey. Providing a range of services including one-to-one support, group family retreats and any practical tools and resources for support.

Through consultation between the Clinks Voluntary Sector Co-ordinator at HMP Isis and men within the prison, a gap in support services for young fathers was identified. In response, the Voluntary Sector Co-ordinator engaged with Strengthening Fathers to explore the feasibility of delivering a tailored fatherhood programme within the prison.

This initiative represented the first delivery of a Strengthening Fathers workshop within a prison setting. Extensive collaboration took place between HMP Isis and Strengthening Fathers to agree programme dates and adapt the content to reflect the specific needs and experiences of participating men. Support was also provided by the Third Sector Wing Representatives, who assisted in identifying participants.

The Voluntary Sector Co-ordinator worked closely with the Head of Reducing Reoffending and liaised across multiple prison departments to coordinate the practical and logistical requirements of the programme. This included communicating safeguarding and security information to facilitators, ensuring compliance with prison protocols, arranging prison access, and securing suitable spaces for delivery. These arrangements enabled both short-term and long-term prisoners to participate in a safe and supportive environment where they could openly discuss their experiences of fatherhood, parenting challenges, and post-release aspirations.

The workshops focused on strengthening parenting skills, managing conflict with family members and social services, and addressing the challenges associated with maintaining positive parental relationships while in custody. Sessions were delivered through facilitated discussions, reflective exercises, and role-play scenarios designed to encourage engagement and build confidence.

The programme received overwhelmingly positive feedback from participants. All attendees reported that they had enjoyed the workshops and found them beneficial, with many expressing a strong desire for the programme to return. Participants highlighted the value of being able to discuss fatherhood in a supportive setting and were provided with resources to support their parenting journey both during custody and upon release.

The success of the initial workshop demonstrated a clear demand for targeted fatherhood support within the prison. As a result, two additional workshops have been delivered during the year, with further sessions scheduled. The programme has strengthened the range of rehabilitative and family-focused interventions available at HMP Isis, supporting prisoners to maintain and improve family relationships, enhance their parenting skills, and better prepare for release.



MEMBER SPOTLIGHT

FITNESS RUSH COMMUNITY CIC

Creating pathways to healthier lives, employment and rehabilitation.

Fitness Rush Community CIC is a Cambridgeshire-based organisation delivering mobile health, wellbeing, employability, education, and rehabilitation programmes across communities, schools, supported accommodation settings, probation services, and criminal justice pathways. Through our fleet of mobile fitness and education facilities, we engage individuals who often face the greatest barriers to participation, including people on probation, prison leavers, individuals experiencing homelessness, and young people at risk of entering the criminal justice system.

One particularly powerful example involved a 48-year-old man who had spent approximately 28 years in prison. Following his release, he faced the challenge of rebuilding his life, confidence, and future prospects within the community. Through Fitness Rush Community CIC's rehabilitation and employability pathway, he enrolled on our fitness qualification programme, successfully achieving his industry-recognised qualifications and developing the skills, confidence, and routine needed to move forward.

Today, he is employed full-time within the fitness industry and has become a positive role model for others facing similar circumstances. He now actively supports individuals involved in anti-social behaviour interventions, works alongside people on probation, and helps demonstrate that meaningful change is possible regardless of past circumstances.

Alongside our community programmes, Fitness Rush Community CIC works within prisons and is developing Through the Gate support pathways that provide continuity between custody and community. Our approach supports individuals during short recall periods, including those returning to custody on 50–60 day recalls, before continuing support upon release. By maintaining relationships before, during, and after release, we help individuals build structure, purpose, achievement, and positive connections that support long-term desistance from crime.

> Being a member of Clinks has helped us connect with organisations, commissioners, and decision-makers across the criminal justice sector. The support, networking opportunities, and knowledge shared through Clinks have strengthened our ability to deliver meaningful rehabilitation and prevention programmes. As a growing community organisation, Clinks has provided a vital platform to learn, collaborate, and ensure the voices of the people we support are represented in conversations that shape the future of criminal justice.

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Influencing National Policy

Bringing voluntary sector expertise into the conversations where decisions are made.

We connect policymakers and senior officials with the knowledge, evidence and experience of organisations working across the criminal justice system.

Through research, consultation and collective influencing, we amplify sector voices, identify emerging challenges and help shape policy and practice around the realities organisations see every day.



Evidence into influence. Sector insight into action.

CASE STUDY 1

STATE OF THE SECTOR 2025

Widescale consultation with the voluntary sector working in criminal justice

THE CHALLENGE

Ongoing flux and widescale changes across the criminal justice system have led to an uncertain landscape for the voluntary sector working in criminal justice. Developing a thorough understanding of the challenges faced by the sector, co-producing recommendations for government on how to mitigate these challenges, and platforming best practice, are all essential to improving the context within which the sector continues to operate.

WHAT WE DID

Our annual flagship research report, State of the Sector, was published in March 2026, following our most extensive consultation of the sector yet. In conducting our research, we held seven focus groups across each of the 6 HMPPS Areas and Wales, reflecting our new, placed-based model. Additionally, we held four thematic focus groups, covering the arts, women, families, and race, as well as a dedicated session for funders. Our qualitative findings from each of these sessions were reinforced by the quantitative findings in our survey, which received almost 200 responses.

The result was the most comprehensive analysis of the state of the voluntary sector working in criminal justice that we've ever undertaken, culminating in the publication of two essential resources for the sector – the main State of the Sector report and an accompanying financial analysis of the sector. The reports were launched at an online webinar in March 2026, attended by over 120 people, and were previewed by a series of blogs highlighting key findings and bolstering sector engagement.

THE IMPACT

The reports have given voice to, and a platform for, the experiences of voluntary organisations working across England and Wales, including detailed examples of innovative best practice. This covers the vast array of support provided by the sector, ranging from partnership working to support women in the Midlands, to inspiring in-cell delivery in Northeast prisons, to arts and creativity programs in the Southeast and East, to support for Gypsy, Roma, Traveller communities and to homelessness support in Wales.

The impact of the work lies not just in the many positive examples of best practice, but also in the realism of the challenges that are detailed throughout. Faced with an uncertain economic and political climate, these factors are exacerbated by continued funding and commissioning challenges, as well as ever-increasing demand and more complex need.

The work has significantly added to the evidence base on what works in the delivery of essential, voluntary sector services for people in contact with the criminal justice system, platforming a wide range of sector expertise. The robustness of the research and the data underpinning it has armed the sector with the tools needed to further their advocacy efforts.

Further, the research findings are already underpinning Clinks' engagement with senior officials and policymakers, in an evolving programme of work to leverage the views of the sector to influence policy and practice.

Subsequently, they are shaping the understanding of statutory bodies regarding the challenges faced by the sector, and incorporate co-produced, practical recommendations for government designed to improve the landscape within which voluntary sector organisations are operating.

MIKE CROFTS, CEO – 3PILLARS PROJECT

There is so much that the voluntary sector does that is hidden from view, and this can lead to fragmentation and act as a barrier to effective partnership working. That's why State of the Sector plays such a vital role in shining a spotlight across all of the sector, creating spaces for organisations to engage with one other, foster collaboration and share the challenges that they are facing. Its recommendations are genuinely co-produced and provide a much-needed guide for government as to how they can best support the voluntary sector working in criminal justice."

CAMILLA SOAMES, CHAIR – BACO

State of the Sector is a critical resource for the voluntary sector working in criminal justice, providing a platform that allows for the voices of small organisations, in particular, to be heard. By grounding the research in the experiences of people delivering on the ground, the report sets out how policy and practice can reflect the realities faced across the sector."

CASE STUDY 2

INFLUENCING THE INDEPENDENT SENTENCING REVIEW AND SENTENCING ACT



THE CHALLENGE

Following the commissioning of the Independent Sentencing Review (ISR) in 2024, the voluntary sector had an opportunity to shape arguably the most significant reforms to the criminal justice system in a generation. The challenge was in ensuring that the sector's voice was heard, and that its expertise was reflected in the review's findings and the subsequent legislation.

WHAT WE DID

We focused our attention on convening the sector to engage with officials leading the work. Heading into the beginning of the 2025 financial year, we concluded a series of thematic roundtable events, leveraging voluntary sector expertise to influence the review's final report and to begin supporting officials working on the government response. This culminated in the production of four outputs, covering older people in prison, resettlement and through-the-gate, diversion and alternatives to custody, and the role of probation and working with the voluntary sector. These outputs formed the basis of the sector's requirements to make a success of the proposed reforms.

Following publication of the final report in May 2025, Clinks published a detailed briefing for the sector, analysing the review's key recommendations. In June 2025, we secured Lord Timpson's attendance at the Reducing Reoffending Third Sector Advisory Group (RR3), gathering feedback across the sector that was utilised to engage Lord Timpson on the report.

In August 2025, we held three ISR Implementation roundtables on resettlement and through-the-gate provision; diversion; and probation and the role of the voluntary sector, ensuring that voluntary organisations could directly share their views with senior officials on the potential impact of the Sentencing Bill and what it would mean for their services.
In October 2025, Clinks published a further briefing, following the introduction of the Sentencing Bill, setting out and analysing the core provisions within the Bill.

In January 2026, we published information on the Act following its final passage, and then additional information to set out the extent of probation reforms being implemented as part of the Sentencing Act Process.

Behind the scenes, Clinks engaged extensively with the teams of officials responsible for specific provisions contained within the Act. Further leveraging the expertise of the sector, we provided feedback on the development of the Progression Model, the shape of the reforms to the recall process, and how to support an increased uptake in Community Sentence Treatment Requirements.

THE IMPACT

The impact of these collective efforts can be highlighted by the ISR's repeated references to the value of the voluntary sector through a specific chapter on 'leveraging the third sector' and a number of key recommendations focused on increasing funding for and expanding the use of the sector. The voluntary sector has been kept informed, first on the ISR's progress, onto the Bill's introduction, and finally through to the passage of the Act. The collective views and expertise of the sector have been consistently platformed in engagement with key decisionmakers, helping to shape the policies required to implement the reforms.

VICKI MARKIEWICZ, EXECUTIVE DIRECTOR – CHANGE GROW LIVE

Clinks ensured that the sector was fully briefed throughout the entirety of the process – from the commissioning of the original review through to the passage of the Sentencing Act. As a source of information, Clinks was the go-to, and arguably more importantly, they facilitated a huge number of opportunities for the sector to influence officials and subsequently to shape the final Act

KELLY GREHAN, POLICY MANAGER – REVOLVING DOORS

Clinks were instrumental in coordinating and leading the sector's engagement with officials, enabling the sector's collective expertise to inform the development of Sentencing Review-related policy and keeping the sector informed as things progressed.

CASE STUDY 3

STRENGTHENED CLINKS' ROLE LEADING SECTOR EFFORTS TO INFLUENCE NATIONAL POLICY

THE CHALLENGE

Representing a membership of over 500 organisations, of different sizes, based in different locations, and with often different challenges and viewpoints, creates the challenge of how to most effectively create a unified voice to advocate on their behalf with government.

WHAT WE DID

Across the year, we advocated on behalf of the sector through senior-level engagement across multiple government departments and across a range of statutory forums. The year began with the convening of widescale sector engagement with the Independent Prison Capacity Review, with Clinks then providing direct and regular input in the run-up to the review's final publication in August 2025.

Throughout the year, Clinks sat on the CRS Stakeholder Advisory Forum, leveraging its ongoing engagement with members across England and Wales to shape the new Community Support Contracts. In June, we began our involvement with the Women's Stakeholder Advisory Forum, the counterpart to the CRS Stakeholder Advisory Forum (which focused on men's contracts).

Similarly, our Director of National Influencing & Networks represented the sector as part of the 'Our Future Probation Service' project meetings. This culminated in presenting to the group on how to foster more effective partnership working between probation and the voluntary sector. Further, we ensured widescale sector representation on and helped to shape an HMPPS project on developing minimum standards for peer-led activity in prisons and in the community. In addition, we organised sector input into proposed reforms to the victims' code.

We expanded our influencing efforts focused on the arts in criminal justice, presenting to the national forum for Heads of Education, Skills and Work (based in prisons across England and Wales) on the value of arts provision within criminal justice settings. We also secured Clinks representation on a number of the new Regional Employment Councils, which bring together the Employment Advisory Boards, at a regional level.

We also focused our attention beyond the MoJ and HMPPS, forging relationships across Government departments. We engaged officials at the Department for Work and Pensions on the new Connect to Work scheme, highlighting the value of the sector in supporting people with criminal records into employment. We worked with the Ministry of Housing, Communities and Local Government, leveraging the sector's expertise in supporting people in contact with the criminal justice into accommodation. And we further strengthened our ties with the Department for Education, supporting the development of proposals to support children impacted by parental imprisonment (CAPI), which included representation at a joint-MoJ/DfE ministerial roundtable on the CAPI agenda.

THE IMPACT

This work has enabled us to reconcile the different viewpoints of the sector, establish areas of consensus, and thereby create a unified voice to argue for key asks at a national level. The role of the voluntary sector has been consistently and extensively platformed at the highest levels of government across a wide range of policy areas and multiple government departments. This has led to the strengthening of relationships beyond the traditional influencing routes of the MoJ and HMPPS, and a subsequent strengthening of the understanding of officials working in other government departments about both the value and challenges faced by the voluntary sector working in criminal justice.

Additionally, we have secured ministerial engagement in the work of the sector, most notably through the Minister for Children, Families and Wellbeing, Josh MacAlister MP, engaging with our Families' Network, and through repeated interactions with Lord Timpson.

CASE STUDY 4

ESTABLISHING AN EXTENSIVE NETWORK OF RELATIONSHIPS BETWEEN OFFICIALS AND RR3 SEATHOLDERS TO STRENGTHEN VOLUNTARY SECTOR ENGAGEMENT

THE CHALLENGE

Effectively utilising the expertise of the RR3 seat holders in engagement with senior officials, by representing the views of as wide an array of the sector as possible and to ensure ongoing policy development and service design are shared with the sector at the earliest possible opportunity.

WHAT WE DID

Across the year, we held regular 'nominated lead' meetings for each RR3 seat holder with relevant, senior officials. As issues emerged, additional officials would be co-opted to cover specific challenges being raised across the sector. These meetings were designed to strengthen two-way communication between the RR3 and officials and to create opportunities for extensive sector engagement with officials across the Ministry of Justice and HMPPS, as well as with the Department for Health and Social Care, the Department for work and Pensions, and the Ministry of Housing, Communities and Local Government.

This engagement produced a number of opportunities for the sector to feed directly into policymaking. In July 2025, under the remit of the RR3 seat holder for older people, organisations supporting this cohort had the opportunity to meet with officials to develop plans for supporting older people in prison. The focus was on shaping the ISR recommendations related to this cohort. Also in July 2025, we hold a further roundtable with MoJ and HMPPS officials, co-convened by the RR3 seat holders for substance use and mental health, exploring the relevant ISR recommendations.

We utilized the expertise of the RR3 seat holders for organisations led by and focused on racially minoritised people to help shape the implementation of the recommendations within the thematic report covering the wellbeing of black adult males in prison.

Starting in April 2025, we provided officials with a grounded and constructive steer on Prison Education Service delivery and the roll-out of the new contracts. The group articulated key sector concerns, created space for detailed discussion with HMPPS, and helped ensure that the views and experience of providers were reflected in ongoing policy development.

We have consistently advocated on behalf of people with experience of the criminal justice system, raising concerns about vetting processes, including long delays and unclear expectations, and the impact these had on individuals and the organisations seeking to employ them. For example, in May 2025, we worked with our Lived Experience seat holders to contributed directly to HMPPS's five-year vision for lived experience through engagement with officials. This sustained pressure helped inform reform, including feedback, particularly in October 2025, that contributed to the new Risk Assessed Access for People with Lived Experience of the Criminal Justice System Policy Framework. In addition, collective advocacy in October 2025 led by the seat holders helped secure the removal of section 35 from the Sentencing Act, preventing proposals that would have publicly identified people serving community sentences.

In February 2026, we worked closely with our Employment seat holder to leverage the sector expertise which shaped the idea of Community Employment Leads, strengthening the case for employer-facing support in custody and the community. This work also helped sustain momentum in the face of funding pressures, including by extending the use of Prison Employment Leads to maintain delivery and keep employment pathways visible and operational.

THE IMPACT

The 'nominated' lead meetings ensured timely access to policy development and service design updates, enabling seat holders to disseminate information across the sector and to directly feedback sector concerns. They created additional opportunities for the sector to engage directly in policymaking process across a range of areas, with a focus on shaping the ISR recommendations. Further, they played a direct role in ensuring tangible, voluntary sector input that shaped vital reforms to system-wide processes.

CASE STUDY 4

The nominated lead meetings are crucial for strengthening connections between government and the voluntary sector, and Clinks' role in establishing these forums has been essential. They provide a valuable space for information sharing and engagement, enabling the sector to represent its expertise and priorities effectively. There is real potential to build on this further by supporting earlier and more collaborative engagement, helping ensure voluntary sector insight can shape outcomes as well as respond to them

Richard Rowley
RR3 seat holder for employment



Thematic Networks

Creating spaces for specialist voices, shared learning and collective action.

Our thematic networks bring organisations together around shared areas of expertise and experience.

They create opportunities to exchange knowledge, identify priorities and ensure specialist perspectives including those rooted in lived experience, inform Clinks' wider influencing and support.



Connecting expertise.
Amplifying voices.
Shaping change.

CASE STUDY 1

WOMEN'S NETWORK

A Whole System Approach for Women

THE CHALLENGE

Several specialist, voluntary women's organisations have been delivering local, 'Whole Systems Approaches' for a number of years. Yet, they continue to be hampered by funding challenges and the lack of government commitment to a long-term, WSA model. By utilising the expertise within our Women's Network, the expertise of our RR3 seat holder for women and the convening power of an RR3 Specialist Interest Group on a WSA for women in contact with the criminal justice system, we sought to understand how these approaches could be further developed and more widely implemented and provide recommendations to the Ministry of Justice to produce systems change and reducing the use of imprisonment.

WHAT WE DID

We convened an RR3 special interest group (SIG) led by the women's specialist, comprised of targeted members of the women's network. We coordinated information gathering through written submissions, an online roundtable, drawing on practitioner and lived experience expertise and strategic leadership. Through this process, we identified good practice and developed insights into how existing, effective WSAs operate. We built our understanding of the critical success factors and barriers in different local contexts.

We analysed the findings from our information gathering and produced a report with recommendations. We promoted the report to a range of stakeholders, including members of the Women's Justice Board and presented the findings to the RR3. We also discussed the recommendations with officials in the Female Offender Policy Group at the Ministry of Justice and the HMPPS women's team.

THE IMPACT

In March 2026 the Deputy Prime Minister published the Women's Justice Board report with recommendations for reducing women's imprisonment. There is a section in the report devoted to implementing WSAs which reflects many of our recommendations. A key finding from our work was the need to focus much more on early intervention, diversion and community-based solutions. We also made clear the need to provide funding for specialist voluntary sector women's organisations to provide the gender-specific holistic models of support that underpin successful WSAs. The government announced an additional £31m funding alongside the WJB report and has recently launched a grant funding programme, the Women's Diversion Fund, aimed at enabling women's centres and charities across the country to deliver vital, specialist help as part of WSA activity and to reduce the use of custody. As a result, fewer women will go to prison with many more receiving multi-agency support to address their needs in the community.

> As pointed out in the Women's Justice Board report, it has been government policy since 2018 to reduce women's imprisonment and increase the use of community solutions, using a whole system approach with independent women's specialist services at its heart. Where this approach has been implemented effectively, it has reduced women's imprisonment, but implementation has been patchy. There is no statutory underpinning of this approach for women, there is inadequate funding for women's specialist services, and there has been limited central support, communications and governance to support voluntary implementation.
>
> **Clinks plays a vital role in supporting local agencies to deliver the whole system approach in the face of these obstacles, by sharing information and expertise, and communicating frontline challenges back to policy officials**
>
> **Katy Swaine Williams – member of the Women's Justice Board**

CASE STUDY 2

FAMILIES NETWORK

A Unified Approach to Addressing Stigma

THE CHALLENGE

For families of people in prison, stigma is not abstract emotion. It is experienced in everyday life.

Families often describe feelings of anxiety, judgement, and humiliation and, over time, stigma experienced by families can lead to social isolation, withdrawal, and a reluctance to seek help or disclose their situation. Many families experience emotional distress, reduced wellbeing, and increased pressure on already stretched relationships.

Stigma rarely exists in isolation, and often intersects with poverty, race, gender, and other forms of inequality, deepening disadvantage and limiting access to support. Children with a parent in prison often carry what can feel like an invisible burden.

They may experience stigma by association, often referred to as courtesy stigma, which can affect their sense of identity, belonging, and safety.

This can include bullying, exclusion, and feelings of shame, confusion, or anxiety. Some children feel pressure to keep their family circumstances secret. Without appropriate support, these experiences can have a long-term effect on mental health, education, and life chances.

WHAT WE DID

The Clinks Families Network consists of 140 members, including organisations, academics, individuals and Justice sector officials. This year the Network committed to consider the impact of stigma on children and families and developed an understanding of how we would work together to combat the stigma they face within society.

Our first task was to agree a Memorandum of Understanding on stigma. This MOU set out our shared commitment to work towards eliminating the stigma experienced by children and families.

Towards the end of 25/26 we published the Memorandum of Understanding (MoU): Combating Stigma and Supporting Families Affected by the Criminal Justice System which will be used to shape our approach when engaging with external departments, the media and within our own organisations.

THE IMPACT

In the early stages of dissemination and agreement for influencing public perception, we formulated an understanding with the HMPPS Families Policy team to include a briefing paper within their recently updated suite of Family Policy documents, that will be used as guidance by all HMPPS staff working in prisons across the UK.

The MOU (Stigma) is now available to be utilised by Network members to influence our collective and individual approach when undertaking engagement with children and families. There is an undertaking that ensuring the impact of stigma on children and families of those in prison is at the forefront of all new policy and practice considerations.

The Department of Education have agreed to consider how the experience of stigma is acknowledged and supported within their wider service provision to children and families in the community.



SARAH BERESFORD OBE, PRISON REFORM TRUST ASSOCIATE

Stigma is one of the most significant harms facing children and families affected by imprisonment. This MoU matters because it represents a collective commitment across organisations working in and around the criminal justice system to challenge stigma actively and consistently, not just in engagement with families but in how we train staff and scrutinise policy. For children and families, knowing that a network of organisations shares this commitment, and is prepared to act on it together, is hugely important

TRACY O'SHAUGHNESSY, GAMLEARN

The development of the Families Network MOU on stigma has been an important step in recognising the often-overlooked experiences of children and families affected by parental imprisonment, addiction and related harms. My hope is that this work encourages services and policymakers to consider the voices of all affected family members, including children impacted by a parent's gambling, whose experiences have too often been absent from both support pathways and the criminal justice system

CASE STUDY 3

RACIAL JUSTICE

Partnership with Black Men 4 Change

In April 2025, Clinks entered a partnership with Black Men 4 Change as part of the new HMPPS Infrastructure Grant. The partnership provided a funded opportunity for a specialist organisation to support us through a period of critical self-reflection regarding how we approach our broader racial justice work over the next 4 years. This is because the social climate, both within and outside of our key areas of work, requires us to be more engaged and attuned to the needs of all our members. This work has already resulted in tangible changes to our governance and how we manage through our SLT.

The focus, across the course of the year, was to begin forging a stronger alliance between organisations led by and focused on racially minoritised people. This began with a joint response to the Independent Sentencing Review's final report, commenting on its omission of race as an area of focus. BM4C built on this work by beginning a program of consultation with by and for organisations, and key funders including HMPPS, getting a sense of sector priorities and exploring the strengths and weaknesses of Clinks' previous work in this space. The intelligence gathered will enable the establishment of a new, purpose driven, race collective in 2026/27.

In January 2026, BM4C designed and delivered an interactive workshop at the Clinks Annual Conference titled "Amplifying Black and Brown Voices: Disrupting the Status Quo in Criminal Justice", focusing on surfacing systemic barriers, lived experience insights, and opportunities for disruption within the criminal justice sector. What came from it was endorsement of the proposal to create a Black and global majority newsletter for the sector, this will be piloted in 2026-2027

In February 2026, as part of this year's State of the Sector, BM4C held a live streamed event titled 'Money, Justice and Repair.' Drawing on the expertise of key Black and Global Majority leaders, the session centred lived experience, community leadership and cross-sector collaboration, creating a platform to feed by and for voices into the annual, State of the Sector research. Featuring two panelled discussions, it marked the first in a planned series of events heading into the next financial year.

As part of Clinks work with the Mayor's Office for Policing and Crime (MOPAC), BM4C ran a lived experience courts project at the beginning of 2026, focused on racially minoritised peoples' experience of the London courts system. The work directly leveraged this lived experience to produce a final report that will form the basis of a pilot session seeking to raise awareness for members of the London judiciary.

The year's work culminated in a cross-sector briefing, and accompanying letter, to Lord Timpson on the opportunity provided by the Sentencing Act to deliver improved outcomes for Black and racially minoritised communities. This work will be progressed as we look forward to 2026/27.

> Our partnership with Clinks has created a unique opportunity for by and for organisations to collectively advocate for the tackling of racial disparities. Utilising Clinks' reach and extensive expertise of the justice system, this first year has been a bedding in period – focused on listening and understanding the terrain. Yet we have already achieved a significant amount, including establishing platforms for our communities and beginning to influence the Sentencing Act. And there's much more to come!



CASE STUDY 4

RACIAL JUSTICE

All Wales Gypsy Roma Traveller Group

Clinks were commissioned by Criminal Justice in Wales to Chair and Coordinate the All-Wales Gypsy Roma Traveller Group (Criminal Justice) for 2025/26. The purpose of the group has been to facilitate collaboration across Welsh Government, the Welsh Local Government Association, Criminal Justice agencies, Third Sector, and Gypsy & Traveller communities. The group has driven delivery of relevant actions in the Criminal Justice and Anti-Racist Wales Action Plan and provided a forum for discussion and guidance on unauthorised encampments from an anti-racist perspective. The group has also provided a platform to collaborate on inclusive policy development for site provision (including transit and negotiated stopping).

Work around the management of unauthorised encampments, including the existence of the four police protocols on managing unauthorised encampments, has been the main focus for the group over the past 12 months. It was identified as inappropriate for the police to be leading on the development of protocols to manage unauthorised encampments across Wales, and that there is Welsh Government guidance that is far better placed to be used as a road map for all agencies on how they manage encampments.

A task & finish group was established to review the 4 protocols and ensure that there was feedback from Gypsy and Traveller community members. We worked closely with Travelling Ahead to ensure that there was community representation at task & finish group meetings. Policing leads from the 4 Welsh Police areas and Policing in Wales were represented on the task & finish group, as were the Welsh Government and the Welsh Local Government Association. The group reviewed four draft police protocols and agreed that the protocols were not developed with community input, had not been signed off, and that there was no governance framework in place. As a result, the group has agreed that the protocols should be withdrawn.

The group recommended:

- To disregard and withdraw the four draft police protocols
- Adopt the Welsh Government Managing Unauthorised Encampments guidance as the main protocol for local authorities
- Police powers will only be used where the legal thresholds have been met (such as where there is significant damage, disruption, or stress) and, where it is necessary and proportionate to do so. In making their decisions, officers will have regard to the relevant National Police Chiefs Council Operational Guidance

These recommendations have been agreed to by the Welsh chief officers' group and have had sign off at the Criminal Justice Board for Wales.



CASE STUDY 5

HEALTH

Women, Self-Harm and the Justice Pathway

The Women, Self-Harm and the Justice Pathway project forms part of the Health and Wellbeing Alliance programme, funded by NHS England and the Department of Health and Social Care (DHSC). As part of the final year of this programme, Clinks worked alongside specialist women's organisations to address a significant evidence gap in understanding women's experiences of self-harm before they enter custody.

While self-harm in women's prisons is well documented, much less is known about the experiences, triggers and missed opportunities for intervention that occur earlier in the justice pathway. This project explores women's experiences in the community, during arrest and police custody, through court proceedings, and ultimately into prison. Working with specialist organisations including Advance, Nelson Trust and Together Women, the research places the voices of women with lived experience at its centre.

Although the project is still underway, with prison-based interviews yet to be completed, several consistent themes have emerged across all community partners. Women overwhelmingly described self-harm as a response to trauma, abuse, grief, mental ill-health and overwhelming emotional distress rather than a desire to die. Many spoke about self-harm as a means of coping, regaining control, or communicating distress when they felt unable to express their needs in other ways.

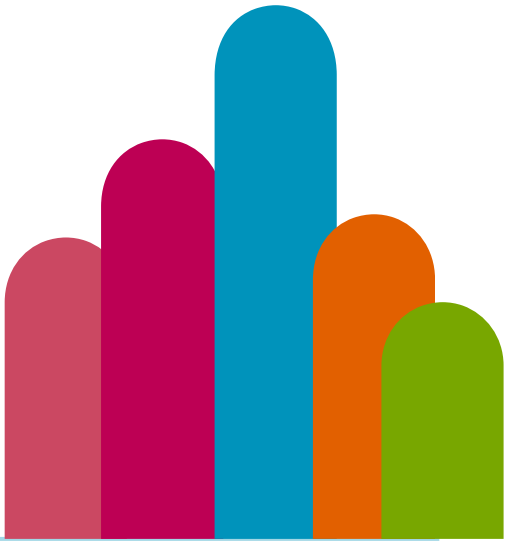
One of the most significant emerging findings has been the need to broaden our understanding of what constitutes self-harm. Women frequently described substance use as a form of self-harm, using drugs and alcohol deliberately to numb emotional pain, punish themselves, or cope with traumatic experiences. For many participants, substance use sat alongside more commonly recognised forms of self-harm such as cutting, overdosing, self-neglect, disordered eating and ligaturing.

These findings challenge traditional approaches that often separate substance misuse and self-harm into different policy and service frameworks. Women consistently described these behaviours as interconnected, serving similar functions in managing trauma and distress. The implications for policy, commissioning and service design are significant, particularly for women in contact with the criminal justice system.

The importance of this emerging evidence has already been recognised beyond the project itself. Early findings regarding substance use as self-harm were shared with government through a recent roundtable discussion attended by the Deputy Prime Minister and Clinks' Chief Executive. This created an opportunity to highlight how current responses may overlook important indicators of self-harm risk and to advocate for more trauma-informed and holistic approaches across health, justice and community services.

The research has also identified repeated missed opportunities for early intervention. Women frequently described seeking help before reaching crisis point but being met with long waiting lists, fragmented services, or responses that focused on symptoms rather than underlying trauma. Many reported that support became more accessible only after entering the criminal justice system, raising important questions about prevention and early intervention.

As the project moves into its final phase, including interviews with women in prison, it aims to build a fuller picture of self-harm across the justice pathway and provide recommendations to improve support, strengthen early intervention, and reduce harm among women in contact with the criminal justice system.



CASE STUDY 6

ARTS

Promoting the Value of Arts Provision within Criminal Justice Settings

THE CHALLENGE

In a difficult funding climate, it has been an ongoing challenge to promote the value of arts in criminal justice settings to key policymakers. This is despite the proven efficacy of arts and creative interventions, and which therefore requires concerted advocacy to reiterate their value.

WHAT WE DID

Through the National Criminal Justice Arts Alliance (NCJAA), which is embedded within Clinks, we focused on spreading the message that the arts within the criminal justice system (CJS) is a springboard for positive change. We did so by utilising the expertise within the NCJAA, providing a collective voice to promote, develop and support high-quality arts practice in CJS settings, influencing and informing government, commissioners and the public.

Practically, we have done this by promoting arts organisations and practitioners via our website, through events and by providing networking opportunities, as well as supporting the professional development of members through mentoring and training. Combined, this has helped to develop our audiences, augmented by the publication of regular newsletters. We have also continued to build out the evidence base with our online Evidence Library, supported by our network of academics and practitioners.

There have been many highlights across the year. These include a renewed partnership with the Royal Literary Fund to host five more writing workshops facilitated by authors and writers. We have launched our annual Mentoring Scheme. We have developed a new partnership with the University of Greenwich to set up the Arts in Criminal Justice Research Reference Group. It brings together academics and practitioners to develop how we communicate research to the sector in a more creative and impactful way and how we change the future research narrative.

We have platformed NCJAA members, wherever possible. At our annual conference, Dance United Yorkshire brought their Men Do Dance performance to open the event. One of the dance troop commented: "Banging opportunity. Enjoyed myself. And it was good to give feedback to people working in criminal justice services...something I will never forget. Thank you for the opportunity".

We convened the annual NCJAA Anne Peaker Lecture in March with the keynote address given by Professor Shadd Maruna. 130 people attended BBC Broadcasting House in London and via a live webinar, at an event that underpins the work of the NCJAA, raises the profile of our members and makes the case for arts in criminal justice.

THE IMPACT

The arts in criminal justice continues to be entrenched within the day-to-day work of Clinks as the NCJAA network grows. Its value has been promoted amongst senior policymakers and numerous opportunities have been facilitated to showcase the importance and effectiveness of arts delivery in justice settings.



ANNA HERRMANN, CLEAN BREAK

The Anne Peaker event provided a much needed in person space to gather and celebrate the incredible work of our small but mighty arts in criminal justice sector. Hearing from Shadd Maruna and being introduced to the idea of generative justice - a concept developed by academics including Fergus McNeill - was particularly enlightening. From what I understood, generative justice affirms the importance of solidarity and advocates for standing alongside justice experienced people to build social integration and transformation as opposed to our current system of justice which serves to alienate and degrade. The arts is all about generating belonging, community and reciprocity and I came away with a strong sense of our sector being generative justice in action! The evening was both thought provoking and stimulating. A rich offer for a Wednesday night! Thank you NCJAA and Clinks, and of course BBC for hosting us

SARAH HARTLEY, NOVUS FOUNDATIONS FOR CHANGE

The Anne Peaker Lecture 2026 was an inspiring and thought-provoking event, with Professor Shadd Maruna delivering a compelling keynote, Russ hosting the proceedings with warmth and clarity, and it was great to be together in person in a venue like the BBC. It was a real highlight to see creativity woven throughout, with powerful short films bringing creative projects to life and live artist Erica Flowers capturing the visual notes.

Annual Report
2025 - 2026

Clinks Membership

Supporting a stronger, more connected and resilient voluntary sector.

Our members sit at the heart of Clinks. We provide information, connections, practical support and opportunities to learn, collaborate and influence.

From individual advice to sector-wide networks, our work helps organisations navigate challenges, build relationships and continue delivering vital support to people and communities.



Supporting organisations.
Building connections.
Strengthening the sector.

CLINKS MEMBERSHIP

552
MEMBER ORGANISATIONS

56
NEW MEMBERS

286
BURSARY MEMBERS

52%
RECEIVE FREE BURSARY MEMBERSHIP

A stronger network, supporting a stronger sector

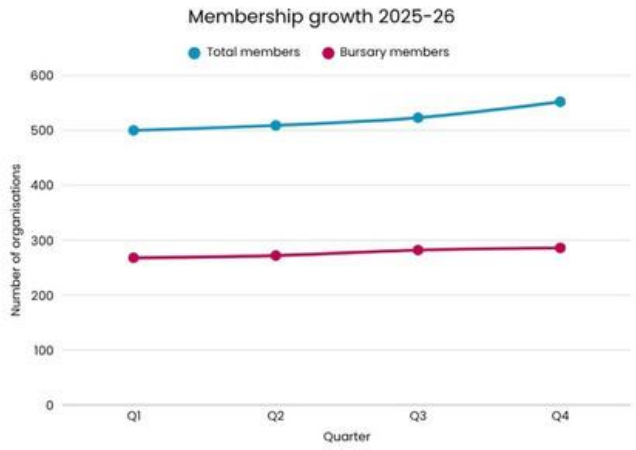
This year, Clinks' membership continued to grow, reaching 552 member organisations by the end of the year, an increase of more than 10% from the start of the year. As part of this growth, we welcomed 56 new member organisations, strengthening the collective voice of the voluntary sector working in criminal justice.

At the heart of our membership offer is a commitment to ensuring that smaller organisations can access support, information and connections regardless of their size or resources. By the end of the year, 286 organisations were receiving bursary membership, meaning that over half of all Clinks members have an annual income below £250,000.

Supporting smaller organisations

Many of the organisations joining Clinks are small, specialist or grassroots organisations that may otherwise struggle to access support, information and opportunities within the criminal justice system.

Our area engagement work has helped organisations navigate commissioning processes, access funding opportunities, connect with prisons and probation services, and build relationships with other organisations. In some cases, this support has directly led to organisations becoming members.



A collective voice

Members consistently told us that one of the greatest benefits of membership is feeling connected to a wider community working towards shared goals.

> One of the biggest differences Clinks makes for me and for Himaya Haven is the sense of not being alone in this work
>
> **Razia Hadait MBE, Himaya Haven (Member Survey 2026)**

Members also highlighted the importance of Clinks' role in influencing policy and representing the sector nationally and locally, particularly during a period of significant change across criminal justice services.

Creating connections and opportunities

Throughout the year, Clinks events, forums, training and engagement activities helped members build new relationships and collaborations.

> I connected with a really valuable organisation at a Midlands engagement event and we're now doing some good work together. It wouldn't have been possible without the engagement event.
>
> **Luke Birtwistle, Change Grow Live (Member Survey 2026)**



Members described Clinks as a trusted source of information, helping them understand changes in policy, funding and commissioning, while also providing opportunities to learn from others working across the sector.

> The State of the Sector work is always useful to see the bigger picture and know that things we experience are shared with others
>
> **Joy Doal, Anawim (Member Survey 2026)**

As the criminal justice landscape continues to evolve, Clinks membership provides organisations with information, influence, connections and practical support, helping members not only respond to change, but shape it.

Annual Report
2025 - 2026

Internal Development

Investing in our people, systems and organisation so we can better support the sector.



A strong Clinks depends on strong foundations. Throughout the year, we have continued to invest in our staff, leadership, organisational systems and ways of working.

This internal development helps us build the capacity, resilience and expertise we need to respond to change, deliver effectively and provide consistent, high-quality support to our members and the wider voluntary sector.

Stronger foundations. A resilient organisation. Greater impact.

INTERNAL DEVELOPMENT

Clinks has demonstrated a clear and steady trajectory of internal development, moving from post-restructure consolidation towards a more embedded, confident, and strategically aligned organisation. Throughout the year, there has been a consistent focus on strengthening staff engagement, organisational culture, and capability, underpinned by the People Strategy and reinforced by positive staff feedback.

Early activity centered on rebuilding cohesion and shared understanding across the organisation, particularly following structural changes. This evolved into the introduction of more deliberate and structured approaches to culture and engagement, becoming part of the organisation's core ways of working and supporting stronger relationships, open dialogue, and collaboration across teams.

Learning and development has become progressively more structured and responsive over the year. Initial efforts to understand staff needs through feedback and surveys led to the identification of priority areas such as neurodiversity, strengthening management capability, onboarding processes, and line management support, alongside consideration of how to build internal capacity to deliver training more consistently in the future.

A significant area of development has been the organisation's progress in embedding inclusion and lived experience within its internal practice. What began as an emerging idea has developed into an active staff-led group that is now contributing to key organisational priorities, including recruitment approaches and safeguarding policy development. This reflects a meaningful shift towards ensuring that lived experience is not only represented but actively shaping decision-making.

The year has also been marked by considerable organisational growth and change. Recruitment activity has expanded capacity across a range of roles, particularly in regional engagement, while internal promotions have strengthened leadership capability. Most notably, the organisation has successfully navigated a major leadership transition, with a long-standing Chief Executive stepping down and a new Chief Executive appointed and onboarded. This transition, alongside the appointment of new trustees, represents a significant moment of renewal, positioning the organisation with both continuity and fresh perspective as it moves forward.

Beyond internal development, Clinks has also demonstrated growing confidence in convening and supporting the wider sector. The delivery of a highly successful annual conference, alongside new initiatives such as an International Women's Day event, highlights the organisation's ability to create spaces for dialogue, reflection, and shared learning. These activities not only strengthen external relationships but also contribute to internal pride, identity, and engagement.

Overall, Clinks has made significant progress over the year, demonstrating a clear shift toward a more embedded, inclusive, and strategically aligned organisation. It has built a strong foundation through improved culture and engagement, strengthened its workforce and leadership, and taken meaningful steps to integrate lived experience into its work. With a growing team, refreshed leadership, and an established framework for staff development, the organisation is well positioned to continue this positive trajectory. The next phase will require a continued focus on sustaining these gains, particularly by strengthening learning provision, monitoring well-being trends, and ensuring that the impact of key initiatives is captured and understood.



CASE STUDY 1

EQUALITIES

Equality, Diversity and Inclusion: Reflecting on our Progress and Priorities

At Clinks, we believe a diverse, representative and inclusive organisation strengthens our ability to support and advocate for the voluntary sector supporting people in contact with the Criminal Justice System. Each year we review our equality data to understand who is represented within our workforce and governance structures, where progress is being made, and where we can reflect and learn to improve our processes and mechanisms of support.

This year's staff and trustee equalities surveys achieved exceptionally high participation rates, providing a strong basis for assessing progress and identifying priorities for Clinks.

THE DATA TELLS US THAT REPRESENTATION REMAINS DIVERSE, BUT THERE ARE AREAS WHERE PROGRESS HAS SLOWED

Throughout 25/26, our workforce (both trustees and staff) reflected a broad range of backgrounds and experiences, with strong representation of people from ethnically diverse communities, people with lived experience of the criminal justice system, people with disabilities and people from a range of faith backgrounds.

However, representation has declined in some areas. The proportion of staff identified as having a disability fell from 25% to 14%, while trustee ethnic diversity and trustee representation of people with lived experience both decreased. These findings demonstrate that maintaining diversity requires ongoing focus and action.

INCLUSION AND DISCLOSURE

A positive finding is the continued willingness of staff and trustees to share information about their identities and experiences. Increased disclosure across areas such as gender identity, sexual orientation and neurodivergence suggests growing confidence that personal information will be treated respectfully and confidentially.

This matters because inclusion is about more than representation; it is about creating a safe environment where people feel able to participate fully and bring their whole selves to work.

LIVED EXPERIENCE AND NEURODIVERSITY

One-third of staff identify as having lived experience of the criminal justice system, ensuring that the voices of those most affected continue to inform our work. We strive to lead from the front and embody the values we wish to see represented across the sector, ensuring inclusive recruitment of those with lived experience of the justice system is and remains of critical importance to us. However, representation at trustee level has declined, reinforcing the need to prioritise lived experience within governance and leadership.

We also saw an increase in people identifying as neurodivergent. This highlights the importance of ensuring our policies, working practices and governance arrangements remain accessible and inclusive.

FUTURE PRIORITIES

Over the 26/27 year we will prioritise:

- Strengthening diversity in trustee and staff recruitment, particularly around ethnicity, age and lived experience of the criminal justice system.
- Embedding anti-racist practice across the organisation.
- Reviewing recruitment and progression practices to improve accessibility and inclusivity.
- Building on our work around neurodiversity through inclusive and accessible ways of working.
- Maintaining a culture where people feel safe to disclose protected characteristics and lived experiences.
- Using equality data to inform decision-making and monitor progress.

OUR REFLECTION

The data shows continued progress in creating an open and inclusive culture, while reminding us that representation is not static. Our aim is not simply to increase diversity figures, but to ensure that people from all backgrounds can contribute, influence decisions and thrive within Clinks. We will continue to use equality data to measure progress and drive meaningful improvement.



CASE STUDY 2

CONFERENCE

Annual Conference, Stronger Together: Celebrating Community, Championing Progress

On 28 January 2026, Clinks welcomed members, partners, policymakers, funders, and people with lived experience from across the criminal justice sector to our annual flagship conference, this year titled 'Stronger Together: Celebrating Community, Championing Progress'.

The conference brought together 250 delegates from across the voluntary and statutory sectors to celebrate achievements, share learning, and explore how we can work collectively to improve outcomes for people in contact with the Criminal Justice System. Through keynote speeches, panel discussions, workshops, and networking opportunities, delegates reflected on the challenges and opportunities facing our sector and the importance of collaboration in driving positive change.

The event marked an important moment in Clinks' history as we celebrated Anne Fox's decade of dedicated leadership as Chief Executive Officer and welcomed Summer Alston-Smith to the role. Delegates heard Summer's vision for the future of Clinks and its continued commitment to supporting members and amplifying the voices of people with lived experience.

A highlight of the day was a live recording of the 'Secret Life of Prisons' podcast, featuring Paula Harriott, Phil Maguire, Anne Fox, and Lord James Timpson, Minister of State for Prisons, Probation and Reducing Reoffending. Exploring the justice system's challenges and the crucial role of the voluntary sector. Delegates also heard from an expert panel exploring the implications of the Independent Sentencing Review for the voluntary sector, examining both the opportunities and challenges ahead. The day comprised of workshops spanning across relevant themes to the sector including energetic conversations with HerInsightCollective, Black Men for Change, the cast and producers of 'Holloway', OddArts, and Clinks' health and lived experience leads.

> The conference was a hugely valuable meeting ground for us and quickly got us up to speed with upcoming changes in the sector

THE CONFERENCE DEMONSTRATED THE STRENGTH AND RESILIENCE OF THE CLINKS NETWORK AND THE COLLECTIVE COMMITMENT TO CHAMPIONING PROGRESS AND LIVED EXPERIENCE ACROSS THE CRIMINAL JUSTICE SYSTEM.



A GOODBYE TO ANNE FOX

At our annual conference, we had the opportunity to say goodbye to our Chief Executive of the last ten years. After ten years of dedicated service, Anne Fox announced she was stepping down as Chief Executive Officer of Clinks. Her departure marked the end of a significant chapter for the organisation, during which she played a pivotal role in strengthening Clinks' position as a leading voice for the voluntary sector working in the criminal justice system.

Since joining Clinks, Anne provided strong and consistent leadership, guiding the organisation through a period of considerable change and challenge. Over the past decade, she has overseen the development and delivery of Clinks' strategic priorities, ensuring the organisation continued to amplify the voices of voluntary, community and social enterprise (VCSE) organisations supporting people in the criminal justice system.

Under Anne's leadership, Clinks has expanded its influence and reach, building constructive relationships with policymakers, practitioners and partners across the sector. She has been a committed advocate for a more inclusive, effective and compassionate justice system, consistently highlighting the value and impact of the voluntary sector in achieving positive outcomes for individuals and communities.

Anne has also led Clinks through complex external environments, including periods of policy reform and funding challenges, as well as the unprecedented impacts of the COVID-19 pandemic. Throughout this time, her focus on collaboration, resilience and innovation has helped ensure that Clinks remained responsive to the needs of its members and the people they serve.

Colleagues and partners widely recognise Anne for her integrity, strategic insight and unwavering commitment to social justice. She has fostered a strong organisational culture within Clinks, supporting staff and members alike, and championing diversity, equity and inclusion throughout her tenure.

Reflecting on her time at Clinks, Anne leaves behind a robust and respected organisation, well-positioned to continue its mission. Her contributions have not only strengthened Clinks internally but have also left a lasting impact on the wider criminal justice voluntary sector.

As Clinks moves into a new era under the leadership of Dr. Summer Alston-Smith, it does so with gratitude for Anne's leadership and a firm foundation on which to build. Her legacy will continue to shape the organisation's work and direction in the years ahead.

> "Once a Clinkster, always a Clinkster..."



“

The people in the voluntary organisations in this sector are some of the finest I’ve ever met and worked with… their passion to give people the decency they deserve… is clear to see.

ANNE FOX



MANDY MAHIL - CHAIR OF THE BOARD OF TRUSTEES, CLINKS

Anne's leadership through a time of huge change for the voluntary sector in criminal justice has been a lifeline for many organisations.

PAULA HARRIOTT - CHIEF EXECUTIVE OFFICER, UNLOCK

She has always been in service to the sector... leading through her authenticity, demeanour and character.

CASE STUDY 4

LIVED EXPERIENCE

Clinks' work on lived experience has steadily evolved into a meaningful and credible programme of change, shaped by reflection, action, and growing influence across the sector.

What began as a commitment to embedding lived experience has translated into tangible progress, both within the organisation and in how it engages externally. Internally, Clinks has created the space for honest and constructive conversations about how its processes can better reflect its values. These discussions have not remained theoretical; they have led to practical improvements, particularly around safer recruitment. By refining its approaches, Clinks has strengthened its ability to open opportunities for people with lived experience while maintaining clear, responsible safeguarding. This balance has been critical in building trust and demonstrates that inclusive practice can be both effective and robust.

Alongside this organisational progress, there has been a powerful personal commitment demonstrated through Joni Emery, Director of Business Operations, who has directly supported women in prison through workshops and motivational speaking. This work has focused on building confidence, raising aspirations, and offering tangible hope around pathways into employment. Drawing on lived insight and experience, these sessions have created meaningful connections with women navigating the system, including sharing perspectives on maternal relationships, and maintaining connection with children while in custody. This has not only provided encouragement but has also helped bridge the gap between policy and lived reality, reinforcing Clinks' values in practice and ensuring that lived experience work remains grounded, relational, and human.

At the same time, Clinks has increasingly stepped into a leadership role across the voluntary sector. A standout moment has been delivering a packed and highly engaged conference workshop focused on lived experience leadership. This not only showcased emerging practice but also created space for shared learning and challenge.

Alongside this, Clinks has invested in ongoing conversations with organisations across the sector, listening carefully to what is needed, making connections, and helping to shape a more collective understanding of how lived experience can and should be embedded. Through this relational work, Clinks has functioned as both a convenor and a catalyst for change.

This progress has been externally recognised through the achievement of a Silver Charter Mark from the Fair Chance Business Alliance, signaling that Clinks is not only committed to fair chance recruitment but is actively delivering against recognised standards. This milestone provides both validation and a platform, strengthening Clinks' credibility to influence others and to push for wider adoption of inclusive practices.

Looking ahead, the opportunity now is to build on this strong foundation and move from internal progress and sector conversations into more structured, scalable impact. The proposed "Opening Doors" recruitment guide offers a clear pathway for doing this, translating learning into practical tools that can support organisations across the criminal justice voluntary sector to recruit people with criminal records more confidently and fairly.

Beyond producing guidance, there is a clear opportunity to deepen impact through implementation, supporting organisations to apply what they learn, testing approaches through pilots, and sharing real-world examples that demonstrate what works. At the same time, the momentum around lived experience leadership could be extended further, creating clearer pathways for people with lived experience to move into positions of influence, not only within services but at governance and strategic levels.

Internally, there remains scope to continue strengthening practice, particularly through evaluating the impact of changes already made and ensuring that lived experience remains embedded across organisational strategy. Externally, Clinks is well positioned to use its credibility to advocate more widely, influencing funders, commissioners, and policy

conversations so that lived experience becomes a standard, expected part of workforce development rather than an emerging idea.

Taken together, this next phase is about scaling what has already been achieved, ensuring that the insights gained, relationships built, and credibility earned are used to drive broader and more sustained change. Clinks has moved beyond commitment into action and recognition; the task now is to convert that into lasting sector-wide impact that opens opportunities, reduces stigma, and places lived experience at the heart of criminal justice practice.

> People like me need people like you
>
> **HMP Foston Hall – Serving prisoner, name withheld**

> Joni shared her personal journey powerfully inspiring the women involved to recognise their own value and self worth. She reinforced the message that employment is achievable and encouraged them to stay focused on the positives. Everyone left the session with renewed enthusiasm and a clearer focus on their future
>
> **KATIE STANLEY HMP FOSTON HALL**



DAVID WILDISH-BOVINGTON – CITY BRIDGE FOUNDATION

Thank you very much for inviting me to attend yesterday's conference. I found the day very insightful, including your session on lived experience leadership, Joni. I made some notes from the day that I will be sharing with my colleagues. I also enjoyed hearing some lovely praise for Clinks from some of the attendees I managed to speak to. It's great to see how valued your organisation is in the criminal justice sector

CHRIS HOLT – PRISON PHOENIX TRUST

I thought the Lived Experience session you ran at conference was great, by the way – really positive, realistic and productive!

MEMBER SPOTLIGHT

RECOOP

Creating pathways to healthier lives, employment and rehabilitation.

Recoop is a specialist charity working to improve the lives of older people affected by the criminal justice system. As the prison population continues to age, our work focuses on addressing the health, social care and resettlement needs that are often overlooked within services designed primarily for younger adults. Through peer support, wellbeing programmes and the development of age-specific interventions, including work around dementia and frailty, we help individuals maintain independence, dignity and hope while in custody and on release.

Our relationship with Clinks extends far beyond membership. Through the organisation's leadership of RR3, Recoop holds a unique opportunity to represent the interests of older prisoners directly within national policy discussions, ensuring that this often-invisible population is not forgotten. Clinks' commitment to bringing specialist voluntary sector expertise into decision-making, alongside its practical support in fostering partnerships and innovation, has been critical to the development of our work on ageing, dementia and frailty. Through collaboration with sector partners and health leads, we are currently exploring innovative approaches to supporting older people experiencing cognitive decline in custody, including the development of a Dementia Toolkit 'Let's Connect' containing practical resources and interventions designed to reduce anxiety, promote wellbeing, and help people with moderate to severe dementia feel safer and more secure within prison environments. For Recoop, Clinks is not only a sector advocate but a trusted partner in helping transform innovative ideas into meaningful change for older people in the criminal justice system.

— Paul Grainge, Chief Executive Officer, Recoop

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Funders and Partnerships

Working across boundaries to create stronger solutions.

Lasting change in criminal justice cannot be achieved by one organisation or sector alone.

We build relationships across the voluntary sector, government, statutory agencies, funders and other partners, creating opportunities to share expertise, tackle common challenges and develop better responses together.



Shared challenges.
Collective expertise.
Better solutions.

FUNDING LANDSCAPE

The work of the criminal justice voluntary sector spans a wide range of support that addresses intersectional and complex challenges and need. The sector 's financial model reflects this complexity. Our State of the Sector Financial Analysis data illustrates that criminal justice charities are more closely tied to statutory commissioning than many other parts of the voluntary sector. Much of their income comes from government contracts and tightly specified service agreements. Smaller organisations tend to rely more heavily on short-term grants, while larger charities manage substantial commissioned services. This funding structure shapes how organisations operate, influencing their stability, capacity to plan, and ability to invest in prevention, innovation, and long-term support.

The criminal justice funding landscape is characterised by delivery-oriented income models, and greater engagement with public contracts and grants. Alongside small organisations holding much of the financial capacity, with less access to sustainable funding. It is vital that our sector is funded sustainably, and long term, unrestricted grants are the way forward.

CLINKS' INCOME AND IMPACT STRATEGY (2025-2030)

In line with our new organisational strategy 'Leading for Change' it felt like the right time to develop a new income and impact strategy, to guide our focus and approach to income generation and impact over the next five years to 2030. As a small team, identifying our key priorities and having clear direction on how to achieve them ensures we approach appropriate and necessary opportunities.

This strategy has the goal to sustain Clinks' work through less reliance on one source of income. We will achieve this through the diversification of our income streams and explore opportunities outside of Trusts and Foundations, including new self-generated income models and corporate giving.

Additional objectives include Clinks' digital innovation through focused investment in our digital infrastructure and nurturing existing relationships and exploring new funding through trusts, foundations and statutory partners. Finally, Clinks' will become increasingly findable through our objective patrons, ambassadors and awards.

Clinks will have consistent impact measurement and a framework in place across the organisation to guarantee that our impact is captured effectively. Clinks will analyse the impact to develop and share learning. In doing so, Clinks will develop and progress more innovative impact measures to increase engagement and accessibility for our members, funders and various stakeholders.

CLINKS' INCOME AND FUNDER RELATIONSHIPS

Clinks has demonstrated a clear progression from building a strong funding pipeline to securing significant multi-year grants and ending the year in a stable and forward-looking financial position. Early activity centered on developing and refining key bids while securing important renewals and extensions. Including Barrow Cadbury Trust for our policy work; funding for Clinks' role in the Gypsy Roma Traveller Network and wider Anti-racism work in Wales from the Criminal Justice Board for Wales; our role within the Health and Wellbeing Alliance by the Department of Health and Social care; support for our London work from The Mayor's Office for Policing and Crime (MOPAC); and a continuation of unrestricted funding support from Aurum Charitable Trust, and uplifts from The Bromley Trust and The AB Charitable Trust. We entered into our first year of our new infrastructure grant from His Majesty's Prison and Probation Service and the Ministry of Justice; and an extension year from Arts Council England for our work supporting arts organisations through the National Criminal Justice Arts Alliance. These successes provided a solid foundation and enabled the organisation to invest time in strengthening relationships with funders and shaping a series of high-value applications.

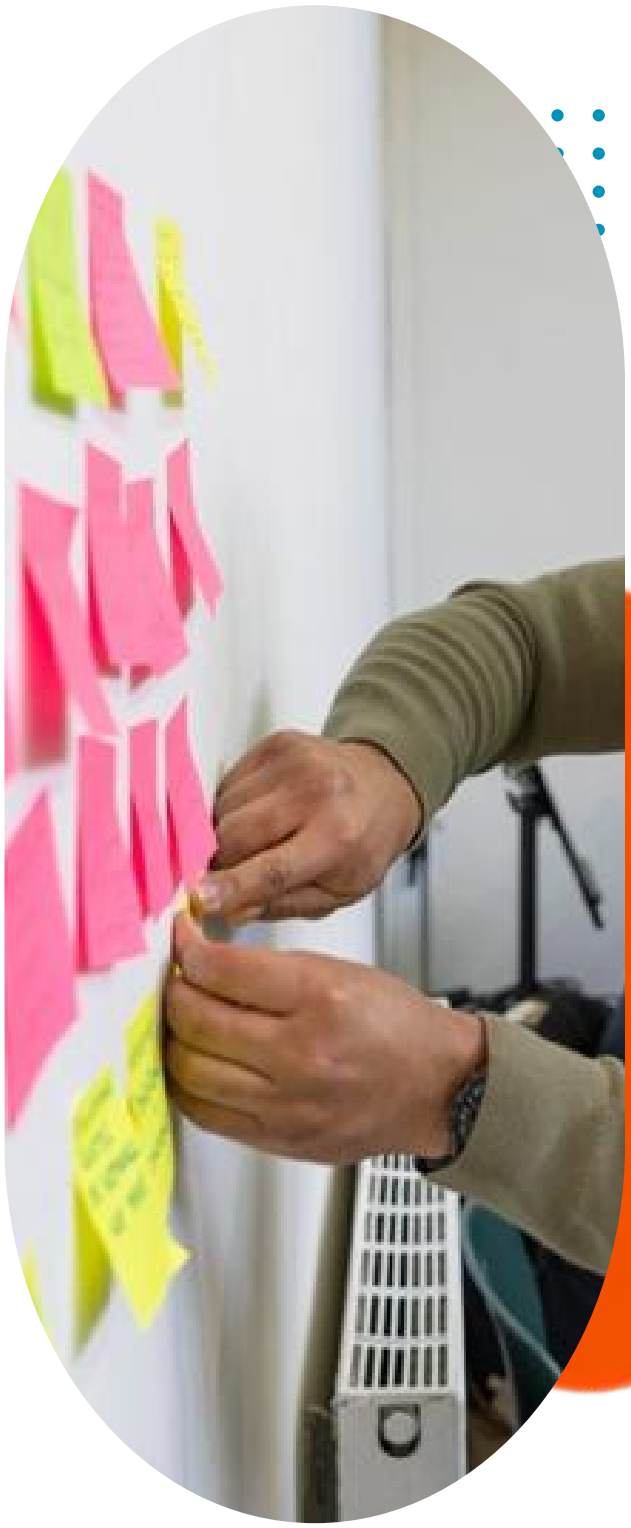
As the year progressed, Clinks moved from pipeline development into tangible funding success. A major milestone was an award from the Garfield Weston Foundation, demonstrating the organisation's ability to convert strategic opportunities into substantial core funding.

This was complemented by confirmation of Arts Council England funding for the following year, including an uplift, reinforcing both financial stability and confidence in Clinks' strategic direction. Throughout this period, the organisation maintained a healthy balance between secured and prospective income, demonstrating both resilience and continued reliance on future funding conversions.

Toward the end of the year, focus shifted more explicitly toward sustainability and forward planning, particularly considering several restricted funding streams coming to an end. Efforts concentrated on securing continuation funding and identifying replacement income, with positive discussions held with partners. Alongside grant funding, there has been steady growth and diversification of earned income streams. Clinks Consultancy has developed into an increasingly important area, evolving from individual opportunities into a more structured and strategic offer. Work with organisations such as the Worshipful Company of Weavers has created both immediate income and longer-term potential, supported by training, advisory work, and partnership development. Other income streams, including membership, the job board and events, have remained relatively stable, providing a consistent baseline, with events and training contributing a notable uplift toward the end of the year.

Significant progress has also been made in developing a corporate giving approach. By the end of the year, Clinks had established the necessary infrastructure, including a clear pitch and case for support, and had begun active engagement with potential corporate partners. Although still in its early stages, this work represents an important step toward diversifying income and reducing reliance on traditional grant funding. Partnerships more broadly have continued to strengthen, with many formalised and others evolving into deeper strategic collaborations that support both income generation and the organisation's wider influence.

Overall, Clinks ends the year in a strong position, having secured all required funding and successfully transitioned from pipeline development to delivery. The organisation has increased its proportion of multi-year and unrestricted funding, expanded its earned income activity, and built a robust pipeline for the future. The key challenge moving forward will be maintaining this momentum by converting major pending bids, securing continuation funding for key roles and programmes, and further scaling consultancy and corporate income. Nevertheless, the trajectory across the year demonstrates increased financial resilience, a more diversified income base, and a clear strategic direction for sustainable growth.



CASE STUDY

PARTNERSHIP

Wales Social Justice Conference

Thursday 4 December marked the return of the Wales Social Justice Conference, a unique event that places the voices of people with lived experience of the justice system at the centre of shaping services and policy. Throughout the day – both in person and through film – attendees heard directly from individuals who have been through the criminal justice system, as well as from those affected by it. Their insights provided a powerful reminder of why meaningful involvement is essential in creating a fairer and more compassionate Wales.

The event is founded and co-organised by three leaders in social & criminal justice in Wales all working for non-for-profit organisations. Chris Leslie, the CEO and co-founder of Inside Out Support Wales, Bernie Bowen-Thomson the CEO of Safer Wales and Bryn Hall the Area Engagement & Partnerships Manager for Wales at Clinks.

The conference also offered valuable contributions from policymakers and leaders across the sector. The Cabinet Secretary for Social Justice delivered a keynote speech emphasising the need to sustain and strengthen the community and voluntary sector in Wales. Attendees also heard academic reflections on what Welsh criminal justice data tells us about current trends and future priorities. Additional contributions came from the Deputy Police and Crime Commissioner for South Wales and the Chair of the Charity Commission for England and Wales, each offering perspectives on accountability, partnership, and system-wide improvement.

The day concluded with an informative panel of commissioners from HMPPS in Wales and Welsh Government, alongside funders from the Lloyds Bank Foundation and The National Lottery Community Fund. They explored how commissioning and funding can better support long-term sustainability for organisations working across social justice.

The conference remains the only event of its kind in Wales that creates space to examine how social justice is delivered, how the community and voluntary sector underpin essential services, and how this support enables rehabilitation and allows people to flourish. This was made especially clear through the powerful contributions of speakers with lived experience, whose voices resonated throughout the day.

Workshops highlighted several key themes. Participants called for longer-term, flexible funding with simpler application processes to support sustainability and reduce competition between organisations. They emphasised the need for the meaningful involvement of people with lived experience at all organisational levels, ensuring fair pay, proper support, and avoiding tokenism or overuse. Cross-sector collaboration was identified as essential for improving communication, sharing resources, and developing coordinated approaches that better meet community needs.

Systemic challenges were also acknowledged, including navigating complex funding systems, recruitment barriers such as DBS processes, and the uncertainty created by political changes. Overall, there was a strong call for greater stability, openness, and partnership working to strengthen services and support a sustainable workforce.



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Future Roadmap

What's next for Clinks

Building on what we have learned, strengthening what works and preparing the sector for what comes next.

The criminal justice landscape continues to change, bringing new challenges and opportunities for the voluntary sector.

Looking ahead, Clinks will continue to connect, coordinate, lead and inform, strengthening relationships across the sector, widening participation and ensuring voluntary organisations have a meaningful voice in shaping policy, practice and services.

We will build on our strong foundations while responding to emerging priorities, supporting a resilient and collaborative sector that can continue making a difference to people, families and communities.



FUTURE ROADMAP

The coming years present both significant challenges and opportunities for the criminal justice voluntary sector. As the policy landscape evolves and expectations on the sector increase, Clinks' future direction will be driven by a growing emphasis on collaboration and collective impact. We believe that lasting change will only be achieved when organisations, sectors and systems work together towards shared goals, and we intend to play a leading role in making that happen.

We will actively champion more joined-up approaches across government, recognising that successful rehabilitation and reduced reoffending depend on coordinated action across housing, employment, health, education and social care. We will advocate for greater cross-departmental strategic thinking and operational working, and a more integrated approach to addressing the complex challenges faced by people in contact with the criminal justice system.

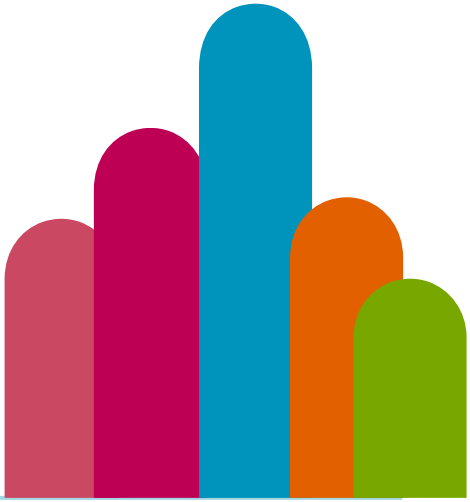
We will also push for a fundamental shift in the way services are commissioned and delivered. Clinks will advocate for greater co-commissioning, partnership delivery models, and funding arrangements that encourage organisations to work together rather than compete. We want to see commissioning systems that reward collaboration, recognise the value of multi-faceted delivery models, and enable organisations with complementary expertise to deliver better outcomes collectively.

Central to this vision is our commitment to ensuring that specialist organisations are not left at the margins of service design and delivery. We will continue to champion the inclusion of smaller organisations, by-and-for organisations, and those led by people with lived experience, ensuring that their expertise, insight and leadership are embedded throughout the system. We believe that better solutions emerge when decision-making is informed by those closest to the issues and communities being served.

We will work to build stronger connections between the criminal justice sector and other sectors with shared objectives. We want to deepen collaboration with organisations working with victims and survivors, including the violence against women and girls (VAWG) sector, recognising that prevention, rehabilitation, victim support and public safety are interconnected and require coordinated responses.

At the same time, we will continue to position Clinks as a source of insight, innovation and leadership. We will actively seek out and promote examples of effective practice from across the UK and internationally, helping to bring new ideas, evidence and approaches into the justice sector. By convening partners, sharing learning and challenging established thinking, we aim to accelerate innovation and support more effective, equitable and sustainable solutions.

Ultimately, our ambition is not simply to support the sector as it exists today. We want to help create a future in which collaboration is expected rather than exceptional; where government, commissioners and funders routinely work alongside the voluntary sector as equal partners; where lived experience is recognised as a source of expertise; and where the collective strengths of organisations working across criminal justice, health, housing, employment, victims' services and wider communities are harnessed to deliver lasting change.



National Criminal Justice Arts Alliance

CLiNKS

FINANCIAL REVIEW

2025-2026



Registered charity no. 1074546, and company limited by guarantee no. 3562176

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.

The 25/26 financial year has been a tightly managed, yet fully functioning year of preparation for change. We have navigated the stepping down of our decade-spanning CEO and working through the financial implications of upgrading our financial processes and policies. We invested into our business team and continued to outsource financial support.

We started the year with a deficit budget of £-21k in April 2025, following a renewal confirmation of our free reserves. We concluded March 2026 with a unrestricted reserves balance of £388,069 which includes our free reserves. We concluded the year with an unrestricted funds surplus of £108,728 which we are pleased to see but need to invest in our ongoing objectives and strengthen our future pathway considering the unexpected challenges ahead.

We undertake our financial planning with care and consideration of our staff at the forefront and were pleased to be able to offer a 3% pay increment in this year. We acknowledge this does not represent the rising costs for society and it is not reflective of how valuable we know our team to be.

Clinks have successfully met all funder deliverables in this financial year, and we are sad but proud to see the conclusion of funding for our Health and Wellbeing Alliance project, our City Bridge Foundation London Development Officer role and our funding for the Good Prisons Project – also through City Bridge Foundation. All of these projects have become ingrained as part of Clinks over multi-year eras, and we will endeavour to do our upmost to continue the good work of all Clinks colleagues who worked on these projects.

We continued our successful relationship with the Worshipful Company of Weavers. Resulting in a renewed focus for the women's space, additionally investing in the National Women's Justice Coalition for purposeful activity in support of our women's area platform.

Through partnership with NAVCA (National Association of Voluntary and Community Action), we are provided with channels to share criminal justice specific information with Local Infrastructure Organisations, increasing awareness and reach of Clinks support and engagement opportunities to local voluntary sector organisations based in communities.

Our investment into working on our anti-racism focus brought us into partnership with Black Man 4 Change and we are encouraged to continue to work towards aligned objectives.

Not least, we worked in partnership with Make Time Count to create a new Directory of Services, Russell Webster to supply our evidence library and NCVO to produce our flagship report – State of the Sector.

The continued support of our funders has remained fundamental to Clinks throughout 2025/26, reflecting relationships built over many years on trust, shared purpose and a collective commitment to strengthening the voluntary sector working within the criminal justice system. This support has enabled us to use our resources with confidence, ensuring that we can continue to deliver for our members and contribute meaningfully to wider sector development.

Over the course of the year, this stable funding environment has allowed us to embed the early delivery of our 2025–2029 strategy, which is shaped around four core functions: connecting, leading, co-ordinating and informing. These remain central to how we operate as an infrastructure organisation, ensuring our work is both responsive and impactful. By bringing organisations together, providing leadership across the sector, supporting effective collaboration and generating insight to influence policy, we have maintained a clear focus on improving outcomes for people within the criminal justice system.

Alongside this strategic progress, we have continued to invest in our organisational development. The year included dedicated opportunities for staff to come together, reflect and build capability, including development-focused sessions on line management, skills and training. A strong emphasis has also been placed on embedding lived experience across the organisation, particularly through recruitment and onboarding, reinforcing our commitment to ensuring that the voices of those with direct experience of the criminal justice system shape our work.

Our programme of events has remained an important part of how we connect the sector and build relationships with partners and stakeholders, Together, these moments have provided valuable space for dialogue, learning and collaboration.

Throughout the year, strong governance and oversight have underpinned our work. Trustees have continued to play an active role in monitoring risk and ensuring the organisation remains financially and operationally resilient. Through regular reviews of the risk register and close attention to areas such as staff retention, financial sustainability and organisational independence, we have maintained a clear view of the challenges facing the organisation. Practical steps, including the use of staff feedback, strengthened analysis of workforce trends and support from external professional advisers, have helped to mitigate these risks effectively.

A significant focus during the period was the first complete year of the HMPPS Infrastructure Grant. Securing this funding was critical to the organisation's future stability, and we are pleased to confirm that we have spent this time growing our area delivery presence and aligning needs for Clinks to sustain at a high level, its service to the sector.

Taken together, these developments mean that Clinks has remained in a strong and stable position throughout 2025/26. Risk levels are low, governance arrangements are robust, and our financial management continues to provide confidence. Our reserves policy ensures that we maintain an appropriate level of resilience, taking into account staffing, operational commitments and potential future uncertainties, so that we are well placed to sustain delivery and respond to change where needed.

With continued support from our funders and partners, and a clear sense of strategic direction, we are well positioned to build on this progress and to continue supporting a vibrant and resilient voluntary sector that is essential to improving outcomes for people in the criminal justice system.

PRINCIPLE RISKS AND UNCERTAINTIES

The Trustees regularly review the principal risks facing the Charity and maintain a risk management framework to identify, assess and mitigate threats to the achievement of our charitable objectives. As an organisation working to strengthen criminal justice infrastructure and improve outcomes across the justice system, we operate in a complex and evolving environment.

The principal risks and uncertainties identified during the year are set out below.

FUNDING AND FINANCIAL SUSTAINABILITY

The Charity relies on a combination of grant funding, donations and partnership income to deliver its programmes and fulfil its charitable mission. Changes in the funding landscape, increased competition for resources, or reductions in public sector expenditure could adversely affect our financial sustainability.

To mitigate this risk, the Charity maintains a diversified income strategy, closely monitors financial performance, maintains appropriate reserves and actively develops relationships with existing and prospective funders.

POLICY AND LEGISLATIVE CHANGE

The criminal justice sector is subject to significant policy, legislative and regulatory developments. Changes in government priorities, criminal justice reform programmes or commissioning arrangements may affect demand for our services, funding opportunities and strategic priorities.

The Charity maintains strong relationships with sector stakeholders, monitors policy developments and regularly reviews its strategy to ensure it remains responsive and relevant.

REPUTATION AND STAKEHOLDER CONFIDENCE

The effectiveness of the Charity depends on the confidence of beneficiaries, funders, partners, government bodies and the wider public. Any actual or perceived failure in governance, service delivery, safeguarding, information management or ethical standards could damage the Charity's reputation and undermine stakeholder trust.

The Charity seeks to protect its reputation through robust governance arrangements, clear policies and procedures, transparent reporting and a commitment to continuous improvement.

INFORMATION GOVERNANCE AND CYBER SECURITY

As part of its work, the Charity may process sensitive personal information and operate digital systems that support service delivery and collaboration. Cyber security incidents, data breaches or failures in information governance could have significant operational, legal and reputational consequences.

To address this risk, the Charity maintains appropriate information security controls, staff training programmes, data protection policies and incident response procedures. Regular reviews of cyber security measures are now undertaken to strengthen organisational resilience.

SAFEGUARDING AND DUTY OF CARE

The Charity works with individuals, communities and organisations connected to the criminal justice system. Failure to safeguard people who engage with our services, programmes or activities could result in harm to individuals and significant reputational damage.

The Charity operates comprehensive safeguarding policies, training and reporting procedures, with oversight provided through established governance arrangements and regular review.

WORKFORCE CAPACITY AND CAPABILITY

The delivery of the Charity's objectives depends on the skills, knowledge and commitment of its staff, trustees and volunteers. Recruitment challenges, staff turnover, workload pressures or the loss of key personnel could affect organisational performance and service quality.

The Charity seeks to mitigate these risks through workforce planning, investment in staff development, succession planning and the promotion of a supportive and inclusive working environment.

PARTNERSHIP AND DELIVERY RISK

Many of the Charity's activities are delivered through collaboration with statutory agencies, voluntary sector organisations, academic institutions and other partners. Changes in partner capacity, priorities or performance could affect the successful delivery of programmes and strategic objectives.

The Charity manages this risk through due diligence, clear partnership agreements, regular performance monitoring and ongoing stakeholder engagement.

OPERATIONAL RESILIENCE

Unexpected events, including technology failures, major incidents, public health emergencies or disruptions affecting criminal justice agencies, may impact the Charity's ability to operate effectively.

Business continuity arrangements are maintained and reviewed regularly to ensure that key functions can continue during periods of disruption.

LOOKING FORWARD

Trustees are satisfied that appropriate systems, controls and governance arrangements are in place to manage the principal risks facing the Charity. Risk management remains an integral part of strategic planning and operational decision-making, ensuring that the Charity can continue to fulfil its mission while responding effectively to emerging challenges and opportunities.

RESERVES POLICY AND GOING CONCERN

Our reserves policy sets out our required amount to hold, based on levels of risk regarding our funding future. Our current level of risk is still approved as low. Our level of reserves required for the 25/26 year is £265,000. Concluding the year with an unrestricted reserves balance of £388,069, has caused us to plan for the surplus funds above the required level to be spent on strengthening our offer of support to the sector. We are delighted to have had the support from Garfield Weston for core funding. We are equally excited to be continuing partnership improvement working.

STATEMENT ON FUNDRAISING PRACTICES

Clinks hold fundraising targets for charitable trusts, statutory sources and income generation from consultancy and traded activity. We have not historically, nor in this financial year, fundraised 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 keep abreast of applicable fundraising regulation and compliance codes. We have never received a complaint about our fundraising activities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Clinks are governed by a Board of Trustees, which consists of at least eight members elected by m embers of the charity and up to four people who may be co-opted by the Board of Trustees. The Board of Trustees co-opts additional members to ensure a diverse board with the right mix of skills and experience. Clinks has a Finance, Human Resources and Risk committee, chaired by the Treasurer, which meets quarterly to discuss key finance and HR issues and reports back to the Board of Trustees. Clinks' business model now has expertise in-house for business functions such as Finance, Governance and fundraising, and outsources additional Finance and HR support overseen by the Director of Business Operations with expertise added by Clinks' Treasurer.

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

The board said goodbye to Olivia Patten and long-standing trustee Donna Everett at our Annual General Meeting in December. Clinks are grateful to them both for the time, dedication and expertise that they bought to our Board. We underwent a trustee recruitment cycle and are delighted to have co-opted four new trustees onto our Board, all of which bring a wealth of experience, knowledge and expertise.

TRUSTEE INDUCTION AND TRAINING

New trustees are given a copy of the Clinks Trustee Handbook, and access to an online platform which includes a range of key documents, including the Articles of Association, recent accounts, the business plan and minutes of previous meetings. New trustees meet with the CEO and key staff to discuss their role and priorities and to better understand their skills and interests and how these apply to our shared goals. We plan on conducting an updated skills audit on our current board within the 26/27.

REMUNERATION POLICY FOR KEY MANAGEMENT PERSONNEL

Clinks has an attractive staff care benefits package which attracts applicants to our roles. Clinks aims to pay a starting salary at the median for relevant comparators, subject to affordability. The salaries and benefits Clinks offer to its staff, including to the senior leadership team and CEO are intended to be as equitable as possible, transparent and understood by the staff market relevant but not market driven.

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 adequate 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 2026 was twelve (in 2025 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

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

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime. The trustees' annual report has been approved by the trustees on 22 October 2026 and signed on their behalf by:



Simon Alsop

Treasurer, Clinks

INDEPENDENT AUDITOR'S REPORT

OPINION

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2026 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 2026 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 RELATION 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' 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.

OPINION 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 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

IAs 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.

Sayer Vincent LLP

Farrah Kitabi (Senior statutory auditor)

for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane London, EC1Y 0TG
22 October 2026

Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2026

		Unrestricted	Restricted	2026 Total	Unrestricted	Restricted	2025 Total
	Note	£	£	£	£	£	£
Income from:							
Charitable activities							
Support, representation and promotion	2	209,000	1,072,028	**1,281,028**	67,500	982,086	1,049,586
Other trading activities	3	77,540	-	**77,540**	69,948	-	69,948
Interest	4	2,274	-	**2,274**	7,269	-	7,269
Total income		288,814	1,072,028	**1,360,842**	144,717	982,086	1,126,803
Expenditure on:							
Charitable activities							
Support, representation and promotion	5a	180,086	1,070,028	**1,250,114**	161,644	982,086	1,143,730
Total expenditure		180,086	1,070,028	**1,250,114**	161,644	982,086	1,143,730
Net Income (expenditure) for the year	6	108,728	2,000	**110,728**	(16,927)	-	(16,927)
Reconciliation of funds:							
Total funds brought forward		279,341	-	**279,341**	296,268	-	296,268
Total funds carried forward		388,069	2,000	**390,069**	279,341	-	279,341

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 16 to the financial statements.

BALANCE SHEET

as at 31 March 2026

	Note	2026		2025	
		£	£	£	£
Fixed assets:					
Tangible assets	11		**6,266**		2,617
Current assets:					
Debtors	12	**183,190**		162,385	
Cash at bank and in hand		**328,628**		190,153	
		511,818		352,538	
Liabilities:					
Creditors: amounts falling due within one year	13	**128,015**		75,814	
Net current assets			**383,803**		276,724
Total net assets			**390,069**		279,341
The funds of the charity:	16a				
Restricted income funds			**2,000**		-
Unrestricted income funds:					
General funds		**388,069**		279,341	
Total unrestricted funds			**388,069**		279,341
Total charity funds			**390,069**		279,341

Approved by the management committee on 22 October 2026 and signed on its behalf by:

Simon Alsop

Simon Alsop (Oct 23, 2026 17:05:56 GMT+1)

Simon Alsop

Treasurer, Clinks

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 2026

Reconciliation of net income / (expenditure) to net cash flow from operating activities	2026	2025
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**110,728**	(16,927)
Depreciation charges	**2,616**	5,161
Dividends and interest from investments	**2,274**	7,269
(Increase)/decrease in debtors	**(20,805)**	(6,051)
Increase/(decrease) in creditors	**52,201**	(59,532)
Net cash provided by / (used in) operating activities	**147,014**	(70,080)

	2026		2025	
	£	£	£	£
Cash flows from operating activities				
Net cash provided by / (used in) operating activities		**147,014**		(70,080)
Cash flows from investing activities:				
Dividends and interest from investments	**(2,274)**		(7,269)	
Purchase of fixed assets	**(6,265)**		-	
Net cash (used in) investing activities		**(8,539)**		(7,269)
Change in cash and cash equivalents in the year		**138,475**		(77,349)
Cash and cash equivalents at the beginning of the year		**190,153**		267,502
Cash and cash equivalents at the end of the year		328,628		190,153

NOTES TO THE FINANCIAL STATEMENTS — For the year ended 31 March 2026

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 85%
- Support costs 14%
- Governance costs 1%

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

j) 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:

- Computers: four years

k) 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.

l) 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.

m) 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.

n) 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.

o) 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

	2026			2025		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Grants	209,000	1,072,028	**1,281,028**	67,500	982,086	1,049,586
Total income from charitable activities	209,000	1,072,028	**1,281,028**	67,500	982,086	1,049,586

3. INCOME FROM OTHER TRADING ACTIVITIES

	2026			2025		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Membership fees	48,042	-	**48,042**	36,893	-	36,893
Consultancy Fees Earned	10,000	-	**10,000**	17,416	-	17,416
Paid listings	5,325	-	**5,325**	3,975	-	3,975
Events and Training	12,237	-	**12,237**	10,190	-	10,190
Donations	250	-	**250**	-	-	-
Other income	1,686	-	**1,686**	1,474	-	1,474
Sub-total	77,540	-	**77,540**	69,948	-	69,948

4. INCOME FROM INVESTMENTS

	2026			2025		
	Unrestricted	Restricted	**Total**	Unrestricted	Restricted	Total
	£	£	**£**	£	£	£
Interest receivable	2,274	-	**2,274**	7,269	-	7,269
Sub-total	2,274	-	**2,274**	7,269	-	7,269

5A. ANALYSIS OF EXPENDITURE (CURRENT YEAR)

	Direct cost of activities	Grant funding of activities	Support costs	Governance costs	**2026 Total**		**2025 Total**
	£	£	£	£	**£**		£
Salaries	781,665	-	-	-	**781,665**		968,779
Travel and subsistence for staff	33,288	-	-	1262	**34,550**		19,567
Recruitment costs	-	-	24,608	-	**24,608**		-
Consultancy costs			37,935		**37,935**		-
Fees for third parties	242,799	-	-	-	**242,799**		41,797
Premises costs	-	-	9,480	-	**9,480**		12,394
Office costs	-	-	32,075	-	**32,075**		24,783
Subscriptions	-	-	3,701	-	**3,701**		2,421
Training for staff and volunteers	-	-	-	-	**-**		216
Depreciation	-	-	2,616	-	**2,616**		5,161
Conference costs	-	-	18,737	-	**18,737**		10,507
Professional fees	-	-	25,211	2,220	**27,431**		14,586
Audit fees	-	-	-	12,600	**12,600**		12,360
Partnership Involvement	-	-	-	-	**-**		5,099
Bank charges and interest	-	-	188	-	**188**		658
Partners staff fees	-	-	-	-	**-**		680
Website development and maintenance	-	-	21,729	-	**21,729**		24,722
Sub-total	1,057,752	-	176,280	16,082	**1,250,114**		1,143,730

5B. ANALYSIS OF EXPENDITURE (PRIOR YEAR)

	Direct cost of activities	Grant funding of activities	Support costs	Governance costs	**2025 Total**
	£	£	£	£	**£**
Salaries	968,779	-	-	-	**968,779**
Travel and subsistence for staff	18,134	-	515	918	**19,567**
Fees for third parties	41,797	-	-	-	**41,797**
Premises costs	-	-	12,394	-	**12,394**
Office costs	-	-	24,783	-	**24,783**
Subscriptions	-	-	2,421	-	**2,421**
Training for staff and volunteers	-	-	216	-	**216**
Depreciation	-	-	5,161	-	**5,161**
Conference costs	10,507	-	-	-	**10,507**
Professional fees	-	-	14,586	-	**14,586**
Audit fees	-	-	-	12,360	**12,360**
Partnership Involvement	5,099	-	-	-	**5,099**
Bank charges and interest	-	-	658	-	**658**
Website development/maintenance	-	-	24,722	-	**24,722**
Partners staff fees	680	-	-	-	**680**
Sub-total	1,044,996	-	85,456	13,278	**1,143,730**

6. NET INCOME / (EXPENDITURE) FOR THE YEAR

This is stated after charging / (crediting):	2026	2025
	£	£
Depreciation	**2,616**	5,161
Auditor's remuneration (excluding VAT):		
Audit	**11,700**	10,300

7. ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

Staff costs were as follows:	2026	2025
	£	£
Salaries and wages	**647,256**	824,710
Social security costs	**72,925**	11,000
Pension contributions and other employee benefits	**36,884**	83,903
Redundancy costs	**24,600**	49,166
	781,665	968,779

The following number of employees received salary and employee benefits (excluding employer pension costs) during the year between:	2026	2025
	No.	No.
£60,000 - £69999	**1**	-

The total employee benefits including pension contributions of the key management personnel were £302,877 (2025: £258,067). The Leadership Team comprised of the CEO and three Directors.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2025: £nil). No charity trustee received payment for professional or other services supplied to the charity (2025: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs for 6 trustees totalling: £1,262 (For 2025 3 trustees totalling: £918).

8. STAFF NUMBERS

The average number of employees (head count based on number of staff employed) during the year was as follows:	2026	2025
	No.	No.
Projects	**11**	16
Support	**6**	6
	17	22

9. RELATED PARTY TRANSACTIONS

There are no related party transactions to disclose for 2026 (2025: none).

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

10. TAXATION

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

11. TANGIBLE FIXED ASSETS

	Computer equipment	**Total**
	£	**£**
Cost or valuation		
At the start of the year	4,356	**4,356**
Additions in year	6,265	**6,265**
At the end of the year	10,622	**10,622**
Depreciation		
At the start of the year	1,740	**1,740**
Charge for the year	2,616	**2,616**
At the end of the year	4,356	**4,356**
Net book value		
At the end of the year	6,266	**6,266**
At the start of the year	2,617	**2,617**

All of the above assets are used for charitable purposes.

12. DEBTORS

	2026	**2025**
	£	£
Trade debtors	**-**	2,500
Accrued Income	**183,190**	159,885
	183,190	162,385

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026	2025
	£	£
Trade creditors	**19,461**	-
Taxation and social security	**6,823**	6,855
Other creditors	**4,317**	693
Accruals	**65,010**	26,802
Deferred income	**32,404**	41,464
	128,015	75,814

14. DEFERRED INCOME

Deferred income comprises membership and grant income received during the year for use in 2025/2026	2026	2025
	£	£
Balance at the beginning of the year	**41,464**	18,175
Amount released to income in the year	**(41,464)**	(18,175)
Amount deferred in the year	**32,404**	41,464
Balance at the end of the year	**32,404**	41,464

15A. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CURRENT YEAR)

	General unrestricted	Restricted	**Total funds**
	£	£	**£**
Tangible fixed assets	6,266	-	**6,266**
Net current assets	381,803	2,000	**383,803**
Net assets at the end of the year	**388,069**	2,000	**390,069**

15B. ANALYSIS OF NET ASSETS BETWEEN FUNDS (PRIOR YEAR)

	General unrestricted	Restricted	**Total funds**
	£	£	**£**
Tangible fixed assets	2,617	-	**2,617**
Net current assets	276,724	-	**276,724**
Net assets at the end of the year	**279,341**	-	**279,341**

16A. MOVEMENTS IN FUNDS (CURRENT YEAR)

	At 1 April 2025	Income & gains	Expenditure & losses	Transfers	At 31 March 2026
	£	£	£	£	£
Restricted funds:					
Barrow Cadbury Trust	-	62,700	(62,700)	-	-
His Majesty's Prison and Probation Service - Infrastructure Grant	-	750,000	(750,000)	-	-
City Bridge Foundation	-	55,366	(55,366)	-	-
Criminal Justice in Wales Board	-	6,000	(6,000)	-	-
Arts Council England	-	67,262	(65,262)	-	2,000
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	84,200	(84,200)	-	-
City Bridge Foundation - Good Prisons Project	-	46,500	(46,500)	-	-
Total restricted funds	-	1,072,028	(1,070,028)	-	2,000
Unrestricted funds:					
Total Unrestricted funds	279,341	288,814	(180,086)	-	388,069
Designated Funds:					
	-	-	-	-	-
Total unrestricted funds	279,341	288,814	(180,086)	-	388,069
Total funds	279,341	1,360,842	(1,250,114)	-	390,069

16B. MOVEMENTS IN FUNDS (YEAR PRIOR)

	At 1 April 2024	Income & gains	Expenditure & losses	Transfers	At 31 March 2025
	£	£	£	£	£
Restricted funds:					
Arts Council England	-	66,196	(66,196)	-	-
Criminal Justice in Wales Board	-	16,500	(16,500)	-	-
Department for Health and Social Care – VCSE Health and Wellbeing Alliance	-	96,440	(96,440)	-	-
City Bridge Foundation	-	54,750	(54,750)	-	-
City Bridge Foundation - Good Prisons Project	-	46,000	(46,000)	-	-
Porticus Family	-	74,600	(74,600)	-	-
Ministry of Justice – Infrastructure	-	574,600	(574,600)	-	-
Barrow Cadbury Trust – Policy Engagement	-	53,000	(53,000)	-	-
Total restricted funds	-	982,086	(982,086)	-	-
Unrestricted funds:					
Total Unrestricted funds	296,268	144,717	(161,644)	-	279,341
Designated Funds:					
	-	-	-	-	-
Total unrestricted funds	296,268	144,717	(161,644)	-	279,341
Total funds	296,268	1,126,803	(1,123,730)	-	279,341

16C. PURPOSES OF RESTRICTED FUNDS

ARTS COUNCIL ENGLAND

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.

CITY BRIDGE FOUNDATION - BRIDGING DIVIDES LONDON

Funding for the 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; Ensuring the London sector's voice is heard and its important work is recognised, at both regional and national level: supporting partnerships within and between sectors.

CITY BRIDGE FOUNDATION - GOOD PRISON PROJECT

Funding to deliver the Good Prison Project in HMP Isis which includes a specific voluntary sector coordinator stationed at the prison to facilitate better ways of working between the prison and the voluntary sector in order to provide best possible opportunities for the men at HMP Isis.

CRIMINAL JUSTICE IN WALES BOARD

Funding from the Criminal Justice in Wales Board to deliver the Community Engagement Network which enables the Criminal Justice System Anti-Racist Action Plan to be effectively progressed.

DEPARTMENT OF HEALTH AND SOCIAL CARE

Clinks is part of the VCSE Health and Wellbeing Alliance, funded by the Department for Health and Social Care. The Alliance is a partnership between sector representatives and the health and care system. Clinks focuses on matters relating to health and justice.

BARROW CADBURY TRUST

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

HM PRISON AND PROBATION SERVICE / MINISTRY OF JUSTICE - INFRASTRUCTURE GRANT

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

THE MAYOR'S OFFICE FOR POLICE AND CRIME

Funding for Clinks to support London voluntary sector engagement and provide representation on behalf of the London voluntary sector on various criminal justice boards.

17. 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:

- Amina Ditta
- Donna Everett
- Iona Macmillan-Douglas, Vice-Chair
- Kelly Loftus
- Mandy Mahil, Chair of the Board of Trustees
- Michaela-Clare Addison (elected December 2025)
- Oliver Goodwin (elected December 2025)
- Olivia Patten (resigned effective December 2025)
- Salim Baba
- Simon Alsop, Treasurer
- Helen Cantrell (co-opted effective January 2026)
- Joshua Stunell (co-opted effective January 2026)
- Matthew Hunnybun (co-opted effective January 2026)
- Michael Vigar (co-opted effective January 2026)

Key management personnel: Anne Fox, Chief Executive Officer (resigned effective 31 March 2026) and Dr Summer Alston-Smith, new Chief Executive Officer (effective 16 March 2026)
Bankers: CAF Bank Limited, 25 Kingshill Avenue, West Malling, Kent ME19 4JQ
Auditor: Sayer Vincent LLP, Chartered Accountants and Statutory Auditor, 110 Golden Lane, London EC1Y 0TG

THANK YOU TO OUR FUNDERS

We would like to take this opportunity to thank all those who have donated to and supported our cause. Your support enables Clinks to continue providing vital infrastructure support and remain the backbone of the voluntary sector. Helping us to make sure that people in contact with the criminal justice system are supported by a voluntary sector that is vibrant, independent, and resilient. From all of us here at Clinks, thank you!

CLINKS' VALUED FUNDERS THROUGHOUT 2025-26 WERE:

AB Charitable Trust; Arts Council England; The Aurum Charitable Trust; Barrow Cadbury Trust; Bromley Trust; City Bridge Foundation; Criminal Justice Board for Wales; Department of Health and Social Care; Garfield Weston; HM Prison and Probation Service; Mayor's Office for Police and Crime; Ministry of Justice.

AB Charitable Trust

Supported using public funding by Arts Council England. Lottery Funded

The Aurum Charitable Trust

Barrow Cadbury Trust

The Bromley Trust. Human Rights | Prison Reform

City Bridge Foundation

Cyfiawnder Troseddol yng Nghymru. Criminal Justice in Wales

Garfield Weston Foundation

Mayor of London. Office for Policing and Crime

HM Prison & Probation Service

Department of Health & Social Care

Ministry of Justice

WE ALSO LIKE TO THANK OUR PARTNERS THIS YEAR:
THE WORSHIPFUL COMPANY OF WEAVERS

Join Clinks:

be heard, informed, and supported.

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

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

A voice
to influence change

Practical assistance
to be effective and resilient

Support
from a community of like-minded professionals

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



CLiNKS
Supporting the voluntary sector working in the criminal justice system

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