



# CLiNKs

**constructive  
responses** to crime

annual review 2007|08

# constructive responses to crime

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# constructive responses to crime

Lucia do Rosario (left), Feltham Community Chaplaincy Trust, with Roma Hooper, Hooper Walker CIC at Clinks' AGM 2008



Rob Allen

**I am writing this shortly after returning from an international conference** on prisons and alternatives in Lyon, organised by the French Ministry of Justice, Council of Europe and the European Union. The 600 participants, from 19 countries, heard the usual academic, government and Non-Governmental Organisation (NGO) speeches, but also had the opportunity to experience a range of cultural activities undertaken by offenders, including a performance by some of those serving sentences in the nearby prison who were allowed out on temporary release.

The production was especially poignant, given the threatened crackdown on these type of activities back in this country. Our government's concern that the recreational, social and educational classes in prison, paid for out of taxpayers' money, must be justified to the community (or in some cases the Sun newspaper) stands starkly at odds with a much more deeply rooted commitment to rehabilitation expressed by European

colleagues. Most were shocked to learn that across the channel offenders undertaking unpaid work in the community are now required to wear orange jackets. I found it hard to imagine many European justice ministers saying that there is a sense in which the Convention on Human Rights is a "villain's charter".

Cross-national comparisons can be treacherous of course, but it does seem that, in many respects, the perceived need to appear tough on criminals shapes policy-making much more than in neighbouring countries. In this context, the Voluntary and Community Sector (VCS) has an enormously important role in promoting a rational and balanced debate about criminal justice, and in ensuring that opportunities for those in trouble to reform are not trumped by demands for more and more punishment.

Providing much needed practical help – a decent place to live, the prospect of a job, support to tackle family, health and social problems – will always be the cornerstone of the VCS's contribution. But an important role for umbrella organisations, like Clinks, is to translate the accumulated experience of providing these services into feasible proposals for reforming the wider system so that it better supports constructive responses to crime.

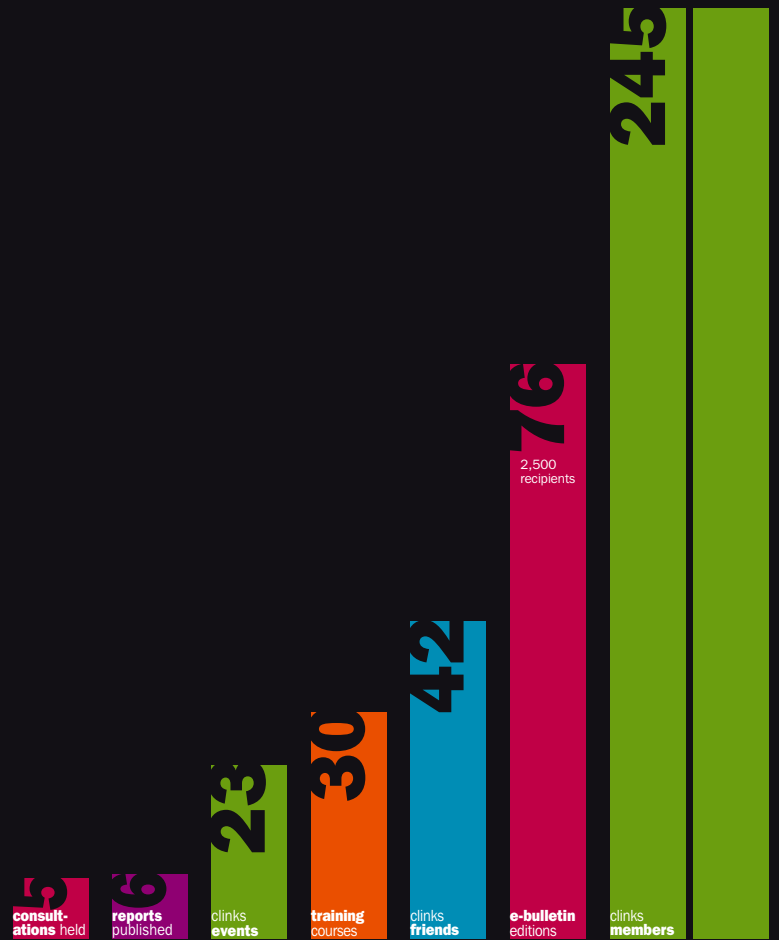
# constructive responses to crime

This year Clinks published *Unlocking Potential*, the report of a task force (which I had the privilege to chair) examining the greater role that ex-offenders themselves can play in the Criminal Justice System – as mentors, trainers, policy advisers and inspectors. The government has now responded formally to our recommendations and we are cautiously optimistic that some of the unnecessary barriers that have stood in the way of service user involvement can start to be removed. This Annual Review gives other examples of the ways in which Clinks has strengthened, promoted and given voice to the sector throughout the year.

The economic recession will make the need for a vibrant and effective VCS greater than ever. Inevitably, budget pressures will threaten constructive regimes in prison, job opportunities for those with a criminal record will become scarcer and a projected rise in crime may add further to prison overcrowding. But, when money is short, there is the chance to revisit priorities. Clinks contributed to the parliamentary inquiry into Justice Reinvestment, looking at whether some of what we spend on ‘cops, courts and corrections’ could instead be used to improve health, education and social cohesion amongst people living in the most deprived areas – from which prisoners are disproportionately drawn.

In many European countries, prison populations are now falling after many years of rising numbers. In many of these countries politicians, of whatever persuasion, have recognised that building more and more prisons makes little economic or social sense. When we reach that point in England and Wales (Scotland has already got there), the VCS will have a key role in developing alternative ways of dealing with many of those who currently face imprisonment. We are fortunate that we have such an energetic and committed sector that will be more than ready to meet the challenge.

**Rob Allen** Chair



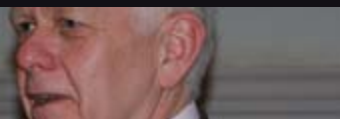
**clinks** in numbers



# ten years and counting

Norma Hoyte (left), PLIAS Resettlement, with Annetta Bennett, Kids VIP, at Clinks' AGM 2008

Clive Martin



**Welcome to this review of 2007-08**, marking the tenth year since Clinks was born. Whilst it's a relatively short period, compared to the long history of many of our members, it is nonetheless remarkable for us.

Clinks was inspired by the vision of the late Una Padel who, through her own experience as a probation officer and many years of working for criminal justice reform, saw the need for a more co-ordinated Voluntary and Community Sector (VCS) voice. She saw a purpose and mission for the VCS that was way ahead of the philosophy of the Compact or the politics of public service delivery reform.

While Una has sadly passed away, and many of the founding trustees have moved on, we have been very fortunate to have (until very recently) three of our original trustees as members of our management committee: Jane Hatfield, Lucy Gampell and Richard Nicholls. Richard resigned earlier in the year and became

a staff member, whilst Jane will sadly be leaving us after the 2009 AGM. We are very pleased that Lucy has agreed to stay on.

During this period many of us have felt frustrated and incapacitated by the negative and helpless direction of policy and the endless reorganisation of structures. However, within this there has been a remarkable shift in the way the VCS is now perceived by our criminal justice partners. All those involved with Clinks can be proud of our achievements. We have built a vibrant organisation that is confident of its place in the criminal justice sector. We have successfully grown into the umbrella body for the VCS working in the Criminal Justice System. We have assisted in the development of positive and strong relationships between our members and policy makers. We have ensured that the voice of the sector is heard at all levels.

Our work, along with that of colleagues from across the VCS, has put the sector in its rightful place – at the centre of reform and service delivery. We have helped to ensure that practical arrangements, such as full cost recovery, payments in advance and longer contracts, are hallmarks of a modern relationship between the VCS and government. This has been achieved despite a climate of political despair about offenders and constant structural changes.

Yet despite these advances, we know that for most VCS organisations – and the offenders they are seeking to assist – life remains very tough. Resources are not growing as fast as need, whilst those needs are changing as services become parcelled up across many different agencies. Commissioning is impacting on both small and large organisations as structures become more mixed, to include national, regional and local levels. And society in general is becoming increasingly disillusioned about the Criminal Justice System, with rehabilitation in particular being undermined.

Clinks continues to seek solutions to these challenges and you will find out more about what we have done, and what we still need to do, in this review.

Our work leads where there are gaps – such as our work with the Black and Ethnic Minority (BME) VCS, which tackles discrimination and gives voice to service users. We have maintained our role in ironing out processes to make the business relationship between VCS and statutory agencies more effective. Our regional projects have all provided insights and practical examples of how work between the VCS and the regions could be better managed and facilitated.

While the current economic climate is making us all nervous about the availability of money and the impact that growing unemployment might have on offending, we remain cautiously optimistic about Clinks' future. Our success in securing funding through the NOMS infrastructure fund presents opportunities and challenges, both of which are detailed further in this report.

However, we are again in the middle of another major structural change in the Criminal Justice System that will affect our work and the speed with which we can develop new approaches. The reorganisation of NOMS, with a very clear distinction between responsibilities for policy (Criminal Justice Group) and delivery

(NOMS), will create the need for new relationships and structures. The new role of Director of Offender Management – and their commissioning structures – will need to be studied and understood both by Clinks and the wider VCS. We will need to influence these structures as soon as the new Directors come into post.

National policy development, principally in relation to the devolution of budgets and service delivery to local organisations, is largely new and uncharted territory for us and many of our members. It is vital that this is understood, influenced and made to work effectively to reduce re-offending. The growing cross-government agenda to tackle social exclusion and re-offending, specifically reflected in Public Service Agreement 16, will require Clinks and our members to be drawn into new relationships with other government departments and other umbrella organisations.

To help us respond to these challenges, we continue to strengthen existing partnerships and have developed new ones with the National Association of Voluntary and Community Action (NAVCA), MIND, Homeless Link and Drugscope. We look forward to reaping the rewards of these partnerships and know they will need careful nurturing to grow and provide the benefits that we are all keen to see.

Finally, although we can take a moment to celebrate our achievements and our new resources, we need to acknowledge that the years ahead will hold new challenges, especially in the build up to a general election. We will deliver on Clinks' strategic objectives and commitments to the sector. And we need to find ways of influencing the public to believe that rehabilitation is possible, in order to transform responses to crime. We hope that we can continue to count on your support in our endeavours.

**Clive Martin** Director



# partnership works

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## Ending racial inequalities

Race for Justice is a coalition of Black and Minority Ethnic (BME) organisations and other concerned Voluntary and Community Sector (VCS) organisations which have come together to challenge the increasing over-representation of BME men, women and young people in the Criminal Justice System. The campaign's objectives are:

- To build a sustainable coalition of voluntary groups that support BME offenders and make a difference in local communities;
- To support and promote local voluntary groups campaigning for change;
- To highlight initiatives that can and are making a difference;
- To disseminate this report and its recommendations;
- To publish research highlighting first hand experience of the Criminal Justice System among BME groups.

Through regional seminars and in-depth interviews the campaign gathered evidence to show how the BME VCS can work with government to:

- Reduce the over-representation of people from BME groups in the Criminal Justice System;
- Reduce re-offending;
- Provide alternatives to custody and imprisonment;
- Improve prospects of meaningful resettlement.



The campaign commissioned a number of partners to research factors contributing to the over-representation of BME groups in the Criminal Justice System, including the issues of wider social and economic disadvantage impacting on BME communities. The findings, along with evidence from focus groups, were brought together in the report, *Less Equal Than Others: Ethnic Minorities in the Criminal Justice System*.

The Race for Justice Coalition launched the report in November 2008. In the report were 11 recommendations that Clarks is committed to taking forward in partnership with the organisations in the Coalition.

## Breaking the cycle of offending

In December 2006, HRH The Prince of Wales hosted Breaking the Cycle of Offending, a seminar involving the Home Secretary, senior policy makers and young people with direct experience of the Criminal Justice System.

A year later a second seminar was jointly hosted by Clinks and The Prince's Trust, with support from the Youth Justice Board. This event brought together leading agencies from the statutory and voluntary sectors to consider how we could work together more effectively to improve outcomes for young people involved in the Criminal Justice System.

The seminar was followed by the publication of Making the Case: One-to-one support for young offenders, which made the case for a more systematic and unified mentoring community to help reduce youth crime and prevent re-offending. It includes an offender survey and a mapping exercise of mentoring projects throughout England and Wales.

The key messages from the seminar and report were:

- We all need to develop and improve a joined-up approach – government, the VCS, funders and providers.
- Service user involvement is key in improving both the juvenile and adult Criminal Justice Systems.
- The transition between the juvenile and adult systems needs to be more flexible to suit individual need.
- We need to give much more thought to public attitudes – the public and the media do not necessarily share the VCS perspective – and we have to work harder to win over hearts and minds.

## Improving family contact

Family contact has been identified by government research as having a significant impact on successful resettlement and reducing re-offending by former prisoners. It also has an impact on the welfare of their children and families. Together, Clinks, Action for Prisoners' Families, Prison Advice & Care Trust and the Prison Reform Trust drew up the Agenda for Action to identify and campaign for the key changes necessary to help prisoners maintain family contact.

The consortium asked the Government to work with us on the Agenda for Action over the coming five years. We asked the Inter-Ministerial Group on Reducing Re-offending to commit to developing policy and practice to address the needs of children and families with a parent or close relative in prison. The accompanying Early Day Motion was signed by 79 MPs and a meeting was held with Edward Garnier (for the Conservatives).

A year after the launch we are celebrating achievements and planning future action.

## Unlocking potential

The social care sector has a strong tradition of involving users in shaping the services that affect their lives. Following a successful seminar in 2006, involving young people with experience of the Criminal Justice System, Clinks set up a Service User Task Force in February 2007.

The Task Force set out to identify and develop opportunities for offenders, ex-offenders and their families to influence services and policies that affect them and to make recommendations to policy makers, opinion formers and Criminal Justice organisations. It looked at the experience





of service user involvement in other social care sectors and held focus groups with offenders and ex-offenders to gain their insights into how the Criminal Justice System could be more responsive to their needs.

Findings were published in a report, *Unlocking Potential: How offenders, former offenders and their families can contribute to a more effective Criminal Justice System*, which identified key areas where this approach could make a difference, including:

- **Representation and governance** – offender representation on probation boards and consultation processes for informing policy.
- **Participation** – give serving prisoners the right to vote and amend the Rehabilitation of Offenders Act.
- **Leadership** – government should identify opportunities for employing offenders and involve offenders in recruitment arrangements.
- **Inclusion** – families and communities should be involved in offender resettlement and rehabilitation, whilst restorative justice should involve offenders in determining how they can make reparation for the crimes they have committed.



The published report has had a positive response from the Ministry of Justice and probation training organisations. Clinks and its partners will be working with NOMS to seek opportunities to implement the detailed recommendations contained in the report.

*Less Equal Than Others, Making the Case: One-to-one support for young offenders, Agenda for Action and Unlocking Potential are all available to download at [www.clinks.org/publications.aspx](http://www.clinks.org/publications.aspx)*



# targeted initiatives

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## South West focus

### When the Tudor Trust and LankellyChase Foundation

decided to come together to explore the potential for a strategic approach to investment in the VCS in the South West region, they sought to address a number of challenges.

First, there was the geographical breadth of the region, which inhibited attempts at collaborative working within the sector. Secondly, there was a need to build the sector's capacity in order to meet the anticipated regional commissioning agenda following the creation of a Regional Offender Management Service. Finally, there was potential for creating some brokerage arrangements between the VCS and the public sector agencies, in particular the Probation Service and Prison Service (HMPS).

With support from Tudor Trust and LankellyChase Foundation, Clinks' South West VCS Development Project has continued to reach across the region. In Devon and Cornwall work has taken place with the area Probation Service and Local Criminal Justice Board to develop a revised training pack for volunteers and VCS organisations working with offenders in the community. This

pack includes unique material which addresses issues for the Crown Prosecution Service, the Police and the courts services.

Additionally, and crucially, the project has worked with HMPS in the region to launch an initiative to increase the provision of services for BME prisoners in the Devon Cluster of prisons. This is particularly important as a significant proportion of BME offenders from London are held at prisons in the South West. The BME VCS in the region is small, fragile and requires considerable support to engage with prisons in order to deliver culturally relevant services to BME offenders.

One of the advantages of regional working is the opportunities it provides for addressing national issues that have an impact on local delivery. Using the experience of local VCS organisations, our South West VCS Development Manager, Martin Sollars, worked with NOMS staff responsible for the newly introduced e-procurement processes, ensuring they were fit for purpose and accessible to smaller VCS organisations. This work led to significant changes and is a good example of the sector achieving voice and influence at a national level.

The Community Chaplaincy Project (see page 12) is another national initiative requiring local delivery. Clinks South West Project was able to work in Wiltshire to develop a Community Chaplaincy scheme in partnership with the Probation Service. The Community Chaplaincy Development Officer supported the local faith-based VCS in Wiltshire to take this initiative forward.

Alongside these developments was the continuing work with the Prison Service Area Office, Regional Offender Manager's office and leads in the region for the Probation Service, ensuring that the sector's view was well represented.

Martin Sollars moved on in April 2008. It is to his credit that the VCS have such a strong reputation in the public sector agencies working with offenders. Prior to appointing Martin's replacement, LankellyChase Foundation and Tudor Trust convened two events, bringing together voluntary and community organisations in the region to hear their views about future priorities for the project. The new South West VCS Development Manager, Lesley Frazer, was appointed in Autumn 2008 and has already begun to shape the project in line with the outcomes of these events. We are looking forward to building on the successes of the previous three years and raising awareness of the criminal justice agenda for organisations working in local communities in the region.

 *Contact Lesley Frazer: [lesley.frazer@clinks.org](mailto:lesley.frazer@clinks.org)*

## Linking up London

The Clinks London VCS Development Project has made a significant impact on the strategic environment in the capital. It was originally set up to continue some of the work of the Revolving Doors Agency, delivering the Partnership in Reducing Re-offending (PIRR) – a ChangeUp project that ended in April 2006. PIRR established a number of VCS consortia and helped them work together to

better respond to the anticipated commissioning agenda of the National Offender Management Service in the London Region.

Regional commissioning did not come about as expected, but there remained a need in London for a mechanism enabling the VCS to come together and engage effectively with key public sector agencies involved in working with offenders.

Clinks' London project has been a key voice for the sector at regional strategic forums, including the London Resettlement Board and the Regional Reducing Re-offending Strategic Implementation Group. It has disseminated good quality information about the priorities relating to criminal justice in London and ensured that key messages from the VCS are delivered to the public sector, including the Government Office for London (GOL) and the Learning and Skills Council in London.

There has been a focus on capacity building, with a programme of criminal justice specific training being delivered. Response to these events has been extremely positive and the curriculum has been rolled out in other regions. More details on pages 13-14.

One of the challenges has been to develop effective links with the London Prison and Probation Areas. A relationship has now been established with the recently created Alliance Co-ordinator for London prisons and this is beginning to bear fruit, with access to Voluntary Sector Co-ordinators in London prisons. There is a strong link with the Probation Service's procurement section, meaning that relevant information about tendering opportunities is communicated to the sector in a timely manner. Our Project Manager has also been a key broker between the VCS and Probation at a local team level, contributing to the Southwark Pathfinder Project, helping them build a framework to demonstrate the effectiveness of close links between probation staff and VCS providers.

The advisory group overseeing the project were keen to identify the issues for local commissioning and two Clinks member organisations were contracted to undertake a research project. The work explored the key issues for providers, users and commissioners in relation to offenders with complex needs – families of substance misusing offenders and offenders with mental health and substance needs (dual diagnosis) – and was supplemented by two further pieces of research. This work has been brought together in a comprehensive report which will form the basis of a seminar focusing on effective commissioning to be held in March 2009.

The priority for the coming year will be to enhance the relationship between the criminal justice agencies and key London VCS infrastructure organisations. There is clearly potential for a much wider recruitment of VCS providers to work with offenders. Development of knowledge and skills in relevant infrastructure organisations will be the key to achieving this objective.

 Contact Lynne Laidlaw: [lynne.laidlaw@clinks.org](mailto:lynne.laidlaw@clinks.org)

## Engaging the sector

Originally set up in 2004 as a joint initiative between the Alliance to Reduce Offending and Clinks, the NOMS VCS Engagement Project works to bring a closer strategic engagement between NOMS and the offender-related VCS.

The project continues to bring together the two sectors and influence policy at a national level, ensuring the VCS can play a strong role in shaping the environment for the most effective delivery of services to offenders and their families. It has sought to bring together organisations in the VCS to identify common concerns and ambitions related to delivering effective services in a range of custodial and community settings.

There has been a continued focus on developing policy and practice in commissioning and contracting for VCS services. The project has published reports on the outcomes of consultations focusing on regional commissioning arrangements, Compact compliance by NOMS agencies, NOMS Strategic Plan to Reduce Re-offending and the government's review of the VCS's role in social and economic regeneration.



Brochure for the UK's annual national show of Art by Offenders, at South Bank Centre, London. The exhibition featured winning entries from the annual arts awards programme of Koestler Trust.

The contribution of the VCS to the emerging local agenda on reducing re-offending was addressed in a seminar convened by Clinks. Participants included chief executives of VCS organisations and the NOMS Director of Commissioning. The project co-ordinated the VCS's response to the draft NOMS VCS Strategy to Reduce Re-offending, bringing together over 200 organisations in 3 regions. These were well-received events and the key issues identified will be incorporated in the final published NOMS strategy.

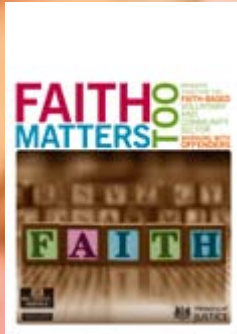
Clinks worked with the National Body of Black Prisoner Support Groups (NBBPSG) to produce a Good Practice Guide for working with BME communities in the Criminal Justice System. Published in July 2007, it has been promoted at events and via the NBBPSG website and is designed to be a very practical tool to help prisons enhance their engagement with BME communities and individuals.

The effort by Probation Areas to achieve a target of 10% of core budgets invested in VCS or private sector delivery was unsuccessful. The target has been replaced with a Best Value Framework. Early consultation on this model was facilitated by the VCS Engagement Project and further work took place, including submission of a formal response to the framework in July 2008.

For the past two years the project has worked with charitable trusts and private sector prisons to identify the key issues for partnership and commissioning between the two sectors. This culminated in a highly successful conference in London in September 2008, providing a forum for both sectors to get to know each other and discuss the opportunities and constraints in this emerging landscape.

Newly-formed Probation Trusts have the potential to introduce innovative ways of engaging with the VCS. Work has begun to help one of the Trusts to widen its engagement with local VCS infrastructure and service delivery organisations. A series of events has been planned for early in 2009.

There remains a challenge for the VCS in general, and the VCS Engagement Project in particular, in responding to a constantly shifting operational and policy structure in NOMS. The focus over the next year will be to identify the most effective structures for the sector to engage with NOMS, the Prison Service and Probation Boards/Trusts. The creation, in April 2008, of a new NOMS agency, incorporating Prison and Probation at a national and regional level, should provide greater consistency and clarity regarding the opportunities for voice and representation



by the VCS. Meanwhile, the NOMS VCS Engagement Project will continue to ensure that VCS views and values are reflected in key policy arenas in the Criminal Justice System.

 *Contact Malcolm Thomson: [malcolm.thomson@clinks.org](mailto:malcolm.thomson@clinks.org)*

## Faith matters

Since 2006, Clinks has worked with the faith-based VCS through our Community Chaplaincy Development Officer, supported by HMPS Chaplaincy HQ and NOMS.

We continued to facilitate and co-ordinate support for Community Chaplaincies through various means, including peer support group meetings, residential courses and training. In addition, we worked to develop evaluation and monitoring tools by delivering a six month pilot of the SPIDERS outcomes toolkit, developed by Swansea Community Chaplaincy.

The two-year Community Chaplaincy Development Project ended in October 2008. However, we aim to make a sustainable impact and have worked to maintain growing national networks

of faith-based organisations, for example through the formation of a peer support network for Community Chaplains and the development of a Community Chaplaincy Association.

We have continued to advocate for the faith-based VCS because of their critical role in supporting offenders and their families. Clinks was pleased to contribute to the NOMS Believing We Can consultation document and see it feed into the more recent Ministry of Justice and NOMS document, Working with the third sector to reduce re-offending. By organising several consultation events around issues raised in Believing We Can, Clinks has learned far more about the sector. Our continued commitment in this area saw us organising the Faith Matters Too conference for HMPS Chaplaincy HQ in October 2008, bringing together more than 150 delegates from the faith-based VCS.

Over the two years of the Community Chaplaincy project, we have developed an important dialogue with this sector that we will build upon. Clinks will continue to examine the lessons learned from our Community Chaplaincy Development Project to ensure we can offer the best support for this sector in the future.

 *Contact Nathan Dick: [nathan.dick@clinks.org](mailto:nathan.dick@clinks.org)*



# training for change

**Clinks' National Training Programme** is a vital component of our efforts to build capacity in the VCS. Our training provides both a strategic and practical contribution to the VCS working within the Criminal Justice System, providing organisations with the skills and knowledge to work effectively and efficiently and enabling them to produce rigorous evidence of the importance of their work and services.

We target our resources, training and events to those organisations which most need support. Where possible our courses are offered at subsidised cost and, in addition, we run a small bursary scheme.

Almost 500 people took our training courses during this last year. Some participants have found the training of such value and quality that they have taken more than one of our courses and spread the word, so that we have attracted greater numbers.

Clinks collects feedback and follows up participants to learn how they are applying the learning and what the longer term value of the training has been. In addition to the course content, participants often mention the value of networking

and sharing knowledge and experiences, whilst welcoming the chance to take time to reflect and explore the issues we all face in working within the Criminal Justice System.

## Outcomes training

The Outcomes Focus course is one of our most popular. We are pleased to report that a number of participants have subsequently presented their outcomes frameworks to funders and been awarded funding. In the words of one participant, "It works!" Outcomes training and its content will evolve over the coming year in order to reference the planned NOMS' monitoring and evaluation toolkit.

We are currently running a pilot in partnership with Tower Hamlets' Local Authority delivering the Outcomes Focus Training to a number of their key VCS partners. The training to date has been well received, and our aim of building and supporting stronger Local Authority Partnerships is being realised. We will be approaching a number of other Local Authorities during 2009 in the hope of further developing this initiative.

“I found Clinks training on outcomes to be energetic and informative. The tutor was knowledgeable, engaging and authoritative. As a result we have developed a comprehensive outcomes monitoring framework, which was central to a key funding bid. I would enthusiastically recommend the training to anyone involved in working with ex-offenders.”

Jon Underwood, Partnership and Performance Manager, Tower Hamlets

## Quality training

Essentials of Quality is a new course designed to meet the demands of funders for organisations to demonstrate their strengths and qualities, efficiency and effectiveness. A York participant reported her key learning point was the realisation that they need not ‘race’ to achieve a mark, but could take time to prepare, and ensure staff ‘buy-in’ for genuine quality performance improvement.

## Volunteering

Our two ‘train the trainers’ packs, for managing volunteers working in prisons and the community, continue to be immensely popular and next year will benefit from updated editions which will include new case studies and additional information. To demonstrate its value to trainers, we adapted the modules and materials to develop and deliver a one day Introduction to Mentoring course, delivered four times over the past two years to a London Probation supported project, Believe in Work.

“The trainer was very engaging and knowledgeable and the course was really informative and invaluable to setting up partnerships.”

Course participant

## Other Courses

In another successful pilot, Clinks' delivered a one day training course to front line Southwark and Lambeth Probation staff responsible for VCS partnerships and their key VCS partners. The aim of the day was to develop a better understanding of each other and to explore why and how Probation and the VCS should and can work together.

## Future courses

Next year we will continue to offer our training courses and we aim to develop training relationships with NOMS, the emerging DOMS and, importantly, Local and Regional Government agencies and commissioners.





# services and products



Library photo courtesy of The Home Office

## Fighting for funding

In June 2007, Clinks joined a coalition which includes Advice UK, Charities Evaluation Services, Community Foundation Network, Community Sector Coalition, Directory of Social Change, NAVCA, The Scarman Trust, Urban Forum, and Women's Resource Centre. The aim of this coalition was to argue the importance of local grant aid to a healthy VCS.

The coalition has published a report, *Sustaining Grants*, providing evidence of the value of the VCS and the importance of continuing to provide grant funding. The report concludes that there is a place for contracts to deliver those services which are statutory requirements, just as there is a place for other forms of finance, including loans. However, neither of these approaches necessarily maximises social or community benefit. The report argues that grant funding must be sustained as a critical part of the local funding mix.

Clinks continues to work with the government to ensure that commissioning is accessible to the VCS, while also stressing the importance of grant funding when appropriate.

## GRANTnet

Responding to members requests for funding advice, Clinks purchased a license for GRANTnet in June 2007.

GRANTnet is an invaluable tool for VCS organisations seeking funding from charitable trusts, public and private sector sources. Supported by a team of 15 researchers at Grantfinder Ltd, the GRANTnet database is updated fortnightly and is presented in a user-friendly, online website.

GRANTnet has been very popular with members, and has been influential in increasing Clinks membership. At the time of writing we have had 72 requests to access the service, resulting in 42 searches for funding.

The service is available free of charge to all Clinks Members. Clinks are evaluating this service to provide evidence of its effectiveness and will continue to market it to our members.

*Sustaining Grants* is available to download at [www.clinks.org/publications.aspx](http://www.clinks.org/publications.aspx)

“ Just to say how much I love Light Lunch. It is easy to eat, not too many calories and you can revisit if you are still hungry. I like the modern menu with a range of fusion items. I get a seat at the table and a window where I can get a beautiful (over) view. The table is nicely laid out with what I need on a plate. I definitely want to keep my regular booking! Seriously, it is easy to read and gives me the information I need. What more can I ask for?”

Pauline Crowe, Prisoners Abroad

## Informing

Clinks members are part of a network of over 2,500 organisations and individuals working with offenders and their families in England and Wales. Members can advertise events, services and publications to this network *free of charge* and also receive the following publications:

### Light Lunch

Clinks' popular weekly e-bulletin, Light Lunch, is sent to over **2,500** organisations and individuals working with offenders and their families. This free publication contains Criminal Justice System news, details of conferences, resources and guidance – all in a concise, well presented e-mail. **Members of Clinks get priority placing to advertise their activities.**

### Website

The Clinks website is an online resource providing information about Clinks. Details of our work, information on the Criminal Justice System and the VCS and useful links can be easily accessed here. By regularly checking the Clinks website, you can stay up-to-date with developments in the Criminal Justice System or future events and download our latest

publications. **Clinks members can advertise their jobs and volunteering vacancies free of charge.**

### Publications

Clinks produced publications which developed ideas and made recommendations to policy makers, provided a voice for the sector, tackled current issues of injustice or discrimination and highlighted challenges faced by the VCS.

### CJS Briefings

Clinks provided a number of concise, jargon-free and accessible briefings regarding developments in the Criminal Justice System. These documents kept the VCS informed of topical developments that had implications for their work with offenders and their families

### Conferences and events

Last year, Clinks held **23** topical conferences and events attracting **921** delegates. These conferences provide opportunities to:

- Inform the VCS of recent developments;
- Highlight issues faced by the sector;
- Enable discussion and develop ideas;
- Showcase the services of the VCS;
- Provide opportunities to network.

Conferences took place across England and Clinks had a modest bursary fund to help small VCS organisations to attend. **Clinks Members receive up to 20% discount on conferences and events.**

### Working with Offenders Directory

The Clinks' Working with Offenders Directory is an online resource for organisations seeking to promote their services. Listing an organisation's details is free of charge and can be done quickly and easily online. The directory has been



actively used by VCS organisations, prison and probation officers, resettlement teams, commissioners and more recently became available to offenders in a number of prisons.

## Supporting

Clinks is dedicated to providing ongoing support to VCS organisations that deliver services to offenders and their families. Using our knowledge of the sector and the issues faced by our membership, we can offer advice, support and signpost to sources of further information.

### Training

In response to the expressed needs of our membership, Clinks offered **29** specific Criminal Justice System training courses on:

- Strategic planning;
- Quality and performance;
- Volunteering in prison;
- Volunteering with offenders in the community;
- Measuring and reporting outcomes.

**484** delegates took part in our training last year. Feedback consistently reflected the high standard of our training and its value to organisational development and performance. Our trainers are experienced professionals with thorough knowledge of the Criminal Justice System and the VCS. **Clinks Members receive up to 20% discount on training.** (See pages 13-14 for details)

### Regional work

Clinks' regional work enables us to provide more focused support in specific areas. It gives us expertise on local and regional issues which we can then communicate nationally in order to influence policy. We achieve this by developing local networks and representing our members, and the wider Sector, on a number of influential bodies including steering groups, panels, advisory groups and management committees. (See pages 08-12 for details)

### Speakers

Clinks' staff regularly speak at conferences and events. Our staff are highly skilled professionals with an intimate knowledge of the Criminal Justice System, the VCS and Prison and Probation Services.



# showcasing our members

Judge Me 'Not' by Garry Thompson, HMP Risley, on board. Received the Kalyx Commended Award 2007. Courtesy of Koestler Trust. www.koestlertrust.org.uk

## **Clinks News is our quarterly magazine.**

The past year has seen a change in the format and content of this popular publication.

We have adopted a themed approach to the magazine, focussing on cross-cutting issues affecting the VCS working with offenders and their families. The first two editions focused on BME communities and women offenders respectively. They featured articles and case studies illustrating the innovative services developed to meet the needs of these two groups, as well as the policy changes required to address the issues impacting on these two disadvantaged groups.

We hope that our new approach with Clinks News will help to spread good practice and shared learning across the sector, at the same time providing a showcase for the incredible work undertaken by our member organisations.

We would welcome suggestions for future topics from members and readers.



Clinks News is available to download at  
[www.clinks.org/newsletter.aspx](http://www.clinks.org/newsletter.aspx)



# firm foundations

Joe Cardham (left), Clinks, with Martin Ball, Voice 4 Change England, at Clinks' AGM 2008

**In April 2008 Clinks secured infrastructure funding** from NOMS\*. It is made up of four key areas:

## **Representation and voice**

We aim to increase awareness of the VCS working in criminal justice, and ensure there is effective representation for service users and VCS organisations working to rehabilitate offenders.

We are working with the Criminal Justice Group to identify where the VCS should be represented in the new structure. There are some strong relationships between the sector and Regional Offender Managers and a range of VCS representation on Pathway groups. However, the national picture is inconsistent. We want to learn from what works, and understand how and where to provide support where there is room for improvement

## **Communication and partnership working**

Clinks will support more effective communication and the promotion of good partnerships, both within the VCS and with other sectors. We are currently reviewing our communications strategy to ensure we reflect the needs and aspirations of the sector, and communicate these effectively.

We will work in partnership where this brings benefits, such as our coalition with DrugScope, Homeless Link and Mind on Make Every Adult Matter, which recognises the overlap between the issues and clients of these organisations.

## **Capacity building**

Clinks will support the VCS working with offenders through providing information, training, and advice. We are working in partnership with the National Association for Voluntary and Community Action (NAVCA) to ensure our services reach Councils for Voluntary Service, and via them, local organisations.

## **Volunteering**

We aim to promote and support the effective recruitment, management and support of diverse volunteers and mentors working with offenders. Clinks is setting up a Reducing Re-offending Volunteering and Mentoring Network to promote collaboration, identify good practice and gather evidence of the value that volunteers and mentors bring to offender management and rehabilitation.

\* Infrastructure funding is now the responsibility of the recently formed Criminal Justice Group of the Ministry of Justice.



# two minute NOMS

**There have been a lot of changes to the National Offender Management Service (NOMS) in it's four years. Here's a two minute tour of the highlights.**

**December 2003:** Carter Report published, recommending creation of a National Offender Management Service integrating more closely the work of prison and probation and introducing contestability as a method of driving up the quality of provision. Makes a commitment to move toward a commissioning model for correctional services. Also introduces end-to-end offender management with a single offender manager having responsibility for the offender in prison and the community. Focus on reducing re-offending as over-arching aim.

**January 2004:** Government accepts key recommendations of the Carter Report, appointing Martin Narey as the first Chief Executive of the National Offender Management Service (NOMS).

**June 2004:** Creation of the NOMS.

**June 2004:** Christine Knott appointed as the National Offender Manager.

**July 2004:** National Reducing Reoffending Action Plan published

**September 2004:** Regional Offender Managers (ROMs), and a Wales Offender Manager appointed with responsibility for commissioning correctional services at a regional level. NOMS Voluntary and Community Sector Strategy published. NOMS Voluntary and Community Sector Advisory Group established.

**November 2004:** Professor Paul Senior (Sheffield Hallam University) report, Enhancing the Role of the Voluntary and Community Sector: A Case Study of the Yorkshire & Humberside region, published. This report looked at the feasibility for the VCS to respond to increased market opportunities.

**January 2005:** NOMS Offender Management Model published.

**January 2005:** Managing Offenders – Reducing Crime: the role of the voluntary and community sector in NOMS published.

**October 2005:** Restructuring Probation to Reduce Re-offending published. This report recommends that probation areas are opened to market competition. The subsequent consultation produces 765 responses, only 10 of which are in favour of the proposals.

**October 2005:** Martin Narey resigns from NOMS to take up a post with Barnardos.



Ian Poree, Director of Commissioning & Operational Policy, National Offender Management Service, speaking at the Faith Matters Too conference in London, October 2008.

**November 2005:** Launch of the NOMS VCS action plan.

**November 2005:** Helen Edwards appointed as interim Chief Executive of NOMS.

**February 2006:** 'Five Year strategy for protecting the public and reducing reoffending' is published by the then Home Secretary, Charles Clarke.

**August 2006:** 'Improving Prison and Probation Services: Public Value Partnerships' published committing the prison and probation services to a 5 year strategy focussing on 'out-sourcing' £250 million of services to the private and voluntary sectors.

**October 2006:** Restructuring of NOMS to make it more focussed on commissioning. A new directorate arrangement is implemented with a Director of Commissioning for NOMS, Julie Taylor. National Offender Manager post removed from the structure.

**May 2007:** creation of Ministry of Justice (MoJ).

**October 2007:** the Brennan Review recommends structural changes to NOMS to make it fit for purpose in new MoJ and integrating the Prison Service more closely into NOMS. Recommends Regional Offender Managers and Prison Service Area

Managers merge offices, leading to the creation of a Director of Offender Management (DOM) overseeing both prison and probation. DOMS are appointed in London and Wales immediately, with the other regions to implement this new structure by April 2009.

**December 2007:** Lord Carter's second report: Securing the Future: Proposals for the efficient and sustainable use of custody in England and Wales, recommends an expansion of the prison building programme, the construction of Titan prisons and the introduction of a Sentencing Commission.

**April 2008:** A new NOMS Agency is created, with Phil Wheatley as the Director General. This will be the delivery agency. A new Criminal Justice Group (CJG) Directorate will lead on the strategic and regulatory function and will be the NOMS sponsor. Helen Edwards appointed Director of the CJG.

**November 2008:** Government publish its response to the consultation on the Best Value Framework, in which there was recognition of the importance of addressing key barriers to the engagement of the VCS.



# clinks governance

Lucy Gampell, Clinks Trustee, speaking to Harry Quinlan, Foundation Training Company

## Professional advisors

**Auditors:** JWP Creers, Chartered Accountants, York

**Solicitors:** Ware & Kay, York

**Bank:** CAF Bank Ltd, West Malling

## Name and registered office

Clinks is a registered charity no. 1074546 and a company limited by guarantee, registered in England No. 3562176.

**Registered Office:** 25 Micklegate, York YO1 6JH

**Tel:** 01904 673970 **E-mail:** [info@clinks.org](mailto:info@clinks.org) **Web:** [www.clinks.org](http://www.clinks.org)

## Governing document

Clinks is governed by its Memorandum and Articles of Association.

## Financial information

A summarised version of our accounts for the year to 31 March 2008 is shown on pages 16-17. A full set of audited accounts is available from our head office in York.

## Management Committee

Rob Allen

Cheryl Bicket

Paul Cavadino

Julian Corner

Pete Crossley

Lucy Gampell

Lystra Hagley-Dickinson

Jane Hatfield

Norma Hoyte (joined 28.08.08)

Peter Kilgarriff

Anne Mason (resigned 12.12.07)

Clare McGregor (resigned 12.12.07)

Richard Nicholls

Roma Walker (resigned 23.01.08)

## Officers

**Chair** Rob Allen

**Treasurer** Peter Kilgarriff

**Company Secretary** Clive Martin





Delegate at the Faith Matters Too conference in London, October 2008.

## **Staff**

Kate Aldous  
Katie Aston (left December 2008)  
Jean Coates  
Nathan Dick  
Joe Gardham  
Karen Desai  
Lesley Frazer (joined December 2008)  
Bill Frost (part-time)  
Lynne Laidlaw  
Richard Nicholls  
Martin Sollars (left May 2008)  
Malcolm Thomson  
Jacqueline Westrop (left October 2007)  
Heloise Wood (left December 2008)

## **Director**

Clive Martin

## **Volunteers**

Clinks would like to thank our volunteers Pauline, Pat, Suzanne and Katie for their hard work, dedication and contribution to our work.

## **Our funders**

We would like to offer our sincere thanks to our funders during the period 1 April 2007 to 31 March 2008, who were:

Baring Foundation  
City Bridge Trust  
City Parochial Foundation  
Esmée Fairbairn Foundation  
HM Prison Service Chaplaincy  
LankellyChase Foundation  
Lloyds TSB Foundation for England and Wales  
Mercers Company  
Ministry of Justice: NOMS  
Monument Trust  
Tudor Trust  
Wates Foundation  
Youth Justice Board

The accounts on these pages are extracted from the full accounts which were approved by the management committee on 10 December 2008. The auditors, JWP Creers Chartered Accountants, have issued an unqualified audit opinion on the full accounts, a copy of which can be obtained from the charity's head office.

### Balance Sheet as at 31 March 2008

	31 March 2008		31 March 2007
	£	£	£
<b>Fixed assets</b>		7,170	7,836
<b>Current assets</b>			
Debtors	49,995		61,227
Cash at bank and in hand	276,343		372,264
	<u>326,338</u>		<u>433,491</u>
<b>Creditors:</b>			
Amounts falling due within one year			
Other Creditors	18,399		13,979
Accruals	2,867		2,120
	<u>21,266</u>		<u>16,099</u>
		305,072	417,392
<b>Total assets less current liabilities</b>		<u>312,242</u>	<u>425,228</u>
<b>Income funds</b>			
Unrestricted Funds	95,156		93,221
Restricted Funds	217,086		332,007
	<u>312,242</u>		<u>425,228</u>

## Statement of financial activities for the year ended 31 March 2008

	Unrestricted Funds	Restricted Funds	2008 Total	2007 Total
	£	£	£	£
<b>Incoming resources</b>				
Incoming resources from generated funds				
Voluntary income	75,250	311,103	386,353	452,176
Activities for generating funds	4,918	-	4,918	3,160
Investment income	16,337	-	16,337	15,751
Incoming resources from charitable activities	30,868	53,190	84,058	43,941
Other income				
Profit on sale of fixed assets	-	-	-	-
<b>Total incoming resources</b>	<u>127,373</u>	<u>364,293</u>	<u>491,666</u>	<u>515,028</u>
<b>Resources Expended</b>				
Charitable activities	113,823	486,094	599,917	522,712
Governance costs	4,735	-	4,735	5,316
<b>Total resources expended</b>	<u>118,558</u>	<u>486,094</u>	<u>604,652</u>	<u>528,028</u>
<b>Net Income/Expenditure in Year</b>	8,815	(121,801)	(112,986)	(13,000)
Transfer between Funds	(6,880)	6,880	-	-
<b>Net movement in funds for the year</b>	1,935	(114,921)	(112,986)	(13,000)
Total funds at 1 April 2007	93,221	332,007	425,228	438,228
Total funds 31 March 2008	<u>95,156</u>	<u>217,086</u>	<u>312,242</u>	<u>425,228</u>

## Treasurer's statement

**The level of income received by Clinks** in the year is much the same as the previous year, but expenditure has increased by over £76,000; a situation created by continued growth in the work we do and a variance in when payment for that work was received. This has also resulted in the reduction in some of the project fund balances. We have, however, been able to maintain, and in fact increase slightly, to £95,156, the unrestricted reserves as the trustees continue to work towards their stated reserves policy. New funding agreed for the next accounting year will allow expansion of work to continue and be maintained despite the current economic downturn. This assured funding, together with the continuing support of independent trusts and foundations, means that we are in a position to continue to support our members during what is likely to be a very difficult period ahead.



# CLINKS

## Head Office

25 Micklegate | York | YO1 6JH

01904 673970

info@clinks.org

www.clinks.org

## Our vision

Clinks' vision is to see an independent, vibrant and well resourced Voluntary and Community Sector, working in partnership to promote the rehabilitation of offenders.

## Our mission

Clinks' mission is to support and develop the work undertaken by our members and the VCS that will:

- Enable the VCS, to play a full and active role in the Criminal Justice System
- Promote active citizenship by all affected by crime
- Develop partnerships that bring organisations and individuals together to reduce offending

We will:

- Advocate and promote the VCS at the highest levels nationally, regionally and locally
- Build vibrant partnerships with the agencies that contribute towards reducing offending and building inclusive societies