

The background features a blurred photograph of a person's hand and shoulder. The hand is positioned in the lower-left quadrant, with fingers slightly spread. The shoulder and upper arm are visible on the right side, wearing a dark blue t-shirt. Overlaid on this image are numerous horizontal, wavy lines in a variety of colors including red, orange, yellow, green, cyan, blue, magenta, and purple. These lines create a dynamic, layered effect across the entire page.

CLiNKs

Annual Review 2008|09



**For a large print version:
www.clinks.org/publications
 01904 673970**

Glossary

VCS – Voluntary and Community Sector

CJS – Criminal Justice System

Contents

Better ways An introduction from Rob Allen, Clinks' Chair	03
Keeping the sector engaged Highlights from Clive Martin, Clinks' Director	05
Promoting Promoting the work of the Voluntary and Community Sector in the Criminal Justice System	07
Supporting Providing specialist support with a focus on small Voluntary and Community Sector organisations	09
Representing Representing the Voluntary and Community Sector within the Criminal Justice System	12
Prioritising Identifying priority areas and working together to find and implement solutions	14
Being effective Making sure Clinks is an effective, efficient and professional organisation	16
Future work Our plans for 2010 and beyond	18
Governance Legal information, management committee, staff and professional advisors	19
Finance Statement of financial activities and balance sheet	20

“ It is that ‘different way’ that Clinks’ members offer so creatively and effectively: in the fields of crime prevention; alternatives to custody; work in prison settings; or reintegrating ex-offenders.”

Rob Allen | Chair, Clinks

PHOTO | Rob Allen, Clinks’ Chair, at our Annual Conference, January 2009

Better ways Rob Allen | Chair

As the general election approaches, there is a mood reminiscent of the run up to May 1997, a feeling that the country is heading for a change. Back then, the centre of gravity seemed to have moved – the left leaning think tanks, Demos and IPPR, were churning out policy papers – seemingly every week – to help New Labour politicians put together their proposals for a better Britain. Now it is Policy Exchange and the Centre for Social Justice producing the papers and Conservative politicians promising the changes.

Many in the public and third sectors are concerned that substantial cuts in public spending will come sooner or later, whoever forms the next government. The question in our field is whether that cloud will entail a silver lining of retreating from costly and ineffective plans to expand imprisonment and instead using what limited resources are available on more productive measures – particularly in the most deprived neighbourhoods, from where disproportionate numbers of prisoners are drawn, and to which they return. This kind of justice reinvestment provides a potential new paradigm

for responding to crime. It is one in which the Americans’ ‘cops, courts and corrections’ begins to play a less prominent role in tackling crime and antisocial behaviour than the educational, social and health care responses which provide the long-term key to safety and social inclusion. It is one where the overblown and over centralised bureaucracy of NOMS is dismantled and its functions reallocated to a reinvigorated system of local governance. Highlighting the importance of social justice may look an unfashionably liberal sentiment, but it is based on a growing body of international comparative research and on economic common sense. It is what Sir Ronnie Flanagan favoured in his review of policing last year when he bemoaned the fact that police officers are encouraged to criminalise people when the underlying behaviour would be “better dealt with in a different way.”

It is that ‘different way’ that Clinks’ members offer so creatively and effectively, in the fields of crime prevention; alternatives to custody; work in prison settings; or reintegrating ex-offenders.

Combining highly practical approaches to reducing social problems with efforts to influence the broader policy framework, the Voluntary and Community Sector (VCS) here is probably the most diverse and well established of anywhere in the world. In fashioning its work, the sector brings to the fore the often neglected experience of people who have themselves been caught up in the system, the racial disparities which scar criminal justice and the specific needs of vulnerable groups who fare particularly badly in prison.

As I prepare to stand down as Chair of the Clinks Management Committee, there look to be promises and pitfalls ahead for the Sector. There is much more that the Sector would like to do and no doubt could do very well. But where are the limits? There are, of course, a range of views – and vigorous debate – about the proper role for VCS organisations in criminal justice; about the extent to which they should become involved in running private prisons or do work currently undertaken by the probation services; about whether closeness to government threatens elements of

independence which make for the Sector's essential distinctiveness. These debates may become sharper over the next year particularly if the sector comes to be seen – not just in criminal justice – as a cheaper replacement for public services. There are still too many people in political circles who think that the VCS is simply about volunteers – and therefore underestimate hugely the costs of their work.

I am sure that Clinks will continue to play an important role in navigating through the choppy waters, or even storms, which may lie ahead – bringing together the common threads to help make a better Criminal Justice System (CJS). Under Clive Martin's exceptional leadership, the organisation has gone from strength to strength over the last five years. It will do well if, like the Sector it represents, it continues to strike the balance between providing practical, useful and effective services on the one hand and on the other promoting the values that it stands for – social inclusion, sparing use of criminal justice and the development of those better ways of dealing with crime.

PHOTO | A delegate at Clinks' Faith Matters Too conference, October 2008



Keeping the sector **engaged** Clive Martin | Director

It is a great pleasure and honour to be writing this 11th Annual Review for Clinks.

During the course of the year we have maintained our commitment to supporting the strong and diverse VCS that is the bedrock of rehabilitation and a decent CJS. Through the pages of this Annual Review you will be able to see how both our ongoing work and new initiatives combine to achieve this and we are proud of what has been accomplished, despite the often difficult environment that we and our members work in.

For example, we have secured additional resources from the Department of Communities and Local Government to develop an understanding of the challenges faced by the increasing number of Black and Minority Ethnic (BME) offenders, and their opportunities to access resettlement services. We have also developed our partnership work so as to better

support volunteering and mentoring for organisations working with offenders, which will lead to the launch of four guides in January 2010. You can read about these and our many other services in this Review.

We have also been able to focus on strengthening our own organisation. We have made a substantial investment in a new IT system that is better suited to the small, but widely dispersed, Clinks staff team. In 2010 we will re-launch our newly designed website and our unique Working With Offenders Directory to provide more accurate, user-friendly information. Over the coming year all of these will enable us, and our members, to be better placed to respond to the challenges that lie ahead.

Nonetheless, we know that there are difficult times ahead, for both Clinks, and the Sector more generally. Rob Allen, our Chair, has already referred to some of those issues in his report, above.

PHOTO | Stephen Pryor of Oxford Citizen's Advice at Clinks' Annual Conference, January 2009



“ It is clear that, whoever forms the next administration, localism will play a bigger role.”

Clive Martin | Director, Clinks

PHOTO | Clinks' Director, Clive Martin, at our Annual Conference, January 2009

We are aware of the difficulties that commissioning, under whatever administration is formed in 2010, will continue to present our members. This is why we have been so keen to support the development of 3SC (Third Sector Consortium – www.3sc.org) whose sole aim is to bid for and win large national contracts in the social care world. Once won, the work will be sub-contracted to local VCS delivery organisations thus helping meet two important aspects of Clinks' purpose – supporting the Sector to respond to large commissioning contracts and developing a mechanism by which local organisations remain at the heart of delivery.

We also know that as resources get tighter the Sector is going to need to find robust ways to demonstrate its effectiveness more and more. This is why we are planning to develop a central evidence library that will assist the Sector to do this. We hope to turn this into a reality in the coming year.

It is clear that, whoever forms the next administration, localism will play a bigger role. We will continue to work with partners in NAVCA (www.navca.org.uk) and elsewhere to ensure that local organisations are better placed to win the resources they need to deliver services to offenders and their families.

These are just some examples of how we are already assisting the Sector for the years to come. You will find others contained in this Review and via our very popular Light Lunch ebulletin – we will keep you informed of others, as and when they are developed.

We hope that you find this Review useful and that it reflects your priorities for the Sector. Please get in touch if you would like more information about anything you read in the Review or if there is any particular aspect of VCS engagement with offenders that you feel we should pay more attention to.

And finally, a word of thanks. To the fantastic staff team at Clinks, whose energy, humour and wisdom continue to make Clinks the sort of organisation it is; to our trustees who work so hard to ensure that we are a well governed and respected organisation – and in particular, to Rob Allen who has chaired Clinks so well for the last five years but is now standing down; to our funders who provide the means for us to achieve what we have done; and last, but not least, to our members and the wider Sector, who continue to inspire us with their creativity, commitment, and stamina.

Clinks' Strategic objectives

Clinks has five strategic objectives. On the following pages you will find a description of the work we do on each, with some specific examples.

“It’s because of Griffins, WIP and Clinks we are hearing the voices of women offenders more.”

Maria Eagle | Minister of State for the Ministry of Justice and the Government Equalities Office and Ministerial Champion for Women in the Criminal Justice System

PHOTO | Maria Eagle, Minister of State for the Ministry of Justice

Promoting

Promoting the work of the Voluntary and Community Sector in the Criminal Justice System

Clinks promotes the VCS working with offenders and their families. We achieve this through all of our work, and in particular our newsletter, conferences and events, Light Lunch ebulletin and our other publications. Three specific pieces of work promoting the sector include:

Women in focus

The Women in Focus conference in November 2009 explored progress on the Corston recommendations to provide “a distinct approach” to women offenders. The conference highlighted the fact that the VCS have a history of recognising and meeting the distinct needs of women, and so are leading the field in this work.

Workshops showcased good practice, including:

- ★ Asha Women’s Centre
- ★ Bradford Rape Crisis
- ★ Women in Prison
- ★ PLIAS Resettlement
- ★ Nacro
- ★ Action for Prisoners Families

The conference was run in a partnership between Clinks, The Griffins Society, Women in Prison, the Ministry of Justice and Government Equalities Office, thus enabling us to pool resources, skills and knowledge to create a ground breaking conference.

Work with Directors of Offender Management (DOMS)

Clinks, together with ACEVO, convened a high level seminar that brought together the newly appointed DOMS with representatives from key VCS organisations. This provided an opportunity to showcase the valuable contribution that the VCS make to reducing re-offending

As an example, through our South West VCS Development Project, Clinks has worked continuously with South West NOMS and the new Director of Offender Management, Colin Allars, during the restructuring process to promote the work of the sector and the continuing importance of partnership working. As part of this work we have contributed to the South West NOMS draft Reducing Reoffending Delivery Plan (09-10) to ensure the role of the VCS was reflected in the document.

Working with Offenders Directory



In late 2009, Clinks re-launched our Working with Offenders Directory. The Directory is a comprehensive, online database of services to

offenders in prison and the community. It provides details of VCS services available to offenders and their families to aid the rehabilitation process.

The new version includes an improved search function which allows users to search for services in a particular area, or type of service offered, for example. It is free of charge to use; ensuring a comprehensive listing of organisations and access by a large audience.

Listing an organisation's details is free, quick and easy to do online. It enables you to promote your organisation's work to all those who use the Directory, including VCS organisations, prison and probation officers, commissioners and offenders. See www.workingwithoffenders.org.uk



“ I welcome the publication of Clinks' new directory. It offers a useful service to offenders, staff and the community. By providing accessible information on the services to offenders in both prison and the community, Clinks have done good work.”

Phil Wheatley | Director General, NOMS

“ Light Lunch is totally on the ball – you can see at a glance what's relevant. Conferences, money, news, ideas, hope. Who would have thought the criminal justice sector could produce this – all done with wit, style and the quirkiest ever range of freebies.”

Katy Emck | Fine Cell Work

Supporting

Providing specialist support with a focus on small Voluntary and Community Sector organisations

Clinks is dedicated to providing ongoing support to VCS organisations. Using our knowledge of the sector and the issues faced by our membership, we advise, support and signpost to sources of further information. We have focused particularly on the following:

NAVCA and Clinks partnership

Clinks is working in partnership with the National Association for Voluntary and Community Action (NAVCA) in order to raise awareness of organisations working in the CJS. This partnership combines NAVCA's knowledge of local infrastructure agencies such as CVS's (Councils for Voluntary Service), and Clinks' knowledge of the VCS working in the CJS. By working together we:

- ✦ Raise awareness of the numbers of groups which work with offenders
- ✦ Identify additional information needs of local infrastructure organisations

- ✦ Raise the profile of the CJS amongst local infrastructure organisations
- ✦ Use local infrastructure organisations to cascade awareness to their members of the support available from Clinks and others.

Clinks and NAVCA held workshops for NAVCA members which sought to identify how local infrastructure organisations can support the VCS working in the CJS. They were well received and have encouraged local infrastructure organisations to take this work forward.

National Volunteering & Mentoring Network

The Volunteering & Mentoring Network has been developed during 2009 to:

- ✦ Promote collaboration between delivery organisations and volunteering infrastructure

“ I have worked with prisoners and prisoners families since April 2002. Becoming a member was the first thing that I did when setting up projects. Clinks have been pivotal in networking, keeping up-to-date with events, funding and other information, enabling our project to keep abreast of changes and develop accordingly.”

Annamarie Balram | Fresh Start – New Beginnings

“ Superb event, well organised, with colleagues that obviously had vast amount of experience and knowledge to allow our organisation to feel confident in progressing volunteering opportunities at our charity.”

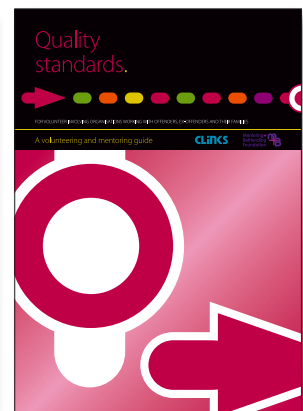
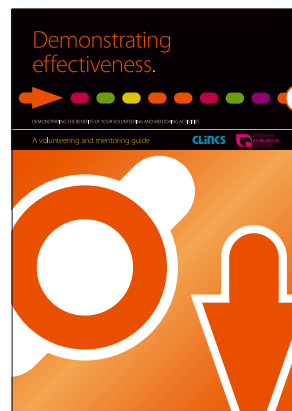
Delegate | Clinks/NAVCA workshop

PHOTO | A delegate at the T2A (Transition to Adulthood) conference, September 2009

- ✳ Encourage diversity
- ✳ Identify good practice
- ✳ Collate evidence, and
- ✳ Promote all aspects of volunteering and mentoring to reduce re-offending.

An executive advisory group of stakeholders chaired by Volunteering England has supported Clinks in developing four new guides to volunteering and mentoring with offenders. These have been produced by partners in the Charities Evaluation Services, Mentoring & Befriending Foundation, and Volunteering England. Over 120 people attended the two consultation events around these guides and we were pleased to launch all four of them in January 2010.

We have also developed a Volunteering and Mentoring Network e-bulletin for organisations working with offenders. The first edition was sent out in March 2009 and has been sent out every month thereafter to a distribution list of over 2,500 organisations.



Clinks Volunteering and Mentoring guides are available at www.clinks.org/volunteeringguides.aspx

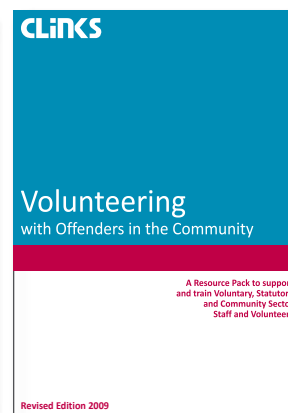
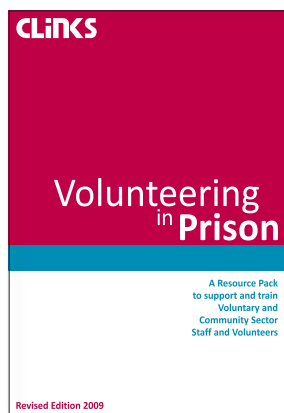
PHOTO | Vicki Helyar-Cardwell, Catch 22, speaking at the T2A (Transition to Adulthood) conference, September 2009

Volunteering Pack updates

We recently refreshed our two popular training packs – Volunteering in Prison and Volunteering with Offenders in the Community.

The packs accompany our training days, aimed at those responsible for training staff or volunteers who work with offenders, their families, and people at risk of offending in prisons or in the community. The courses have been successfully run for five years and are well subscribed.

Flexible, easy-to-use and practical – Clinks' packs contain all that anyone training staff and volunteers would need to run a workshop or training session, and thus equip volunteers to support offenders and their families. The packs have been endorsed by Andy Keen-Downs, Director of PACT, and Baroness Scotland of Asthal, Attorney General. See www.clinks.org/training.aspx



£15 per pack for Members and Friends, £18 (inc. P&P) for all others. Contact Clinks.

Representing

Representing the Voluntary and Community Sector within the Criminal Justice System

Clinks acts as a representative of the VCS, and provides a voice for the sector. We achieve this through our members and our work on various strategic advisory board contributions, including the following:

Transitions to Adulthood (T2A)

Young adults (defined as 18-24 year olds) are a significantly over-represented group in the CJS, yet their needs are largely ignored.

“The evidence shows that there is a more ambitious, more effective and less costly way of dealing with young adults in trouble ... With the right challenge and support, young adults can go on to contribute positively to society. The current approach only serves to criminalise them and in so doing, fails a generation. It is in all our interests to ensure we radically rethink our approach to ensure the potential of all our young adults can

*be realised, to reduce the number of future victims and reduce the wider costs to society.”**

As a member of the T2A alliance Clinks, in partnership with the National Council for Voluntary Youth Services (NCVYS), consulted more than 200 practitioners over two months, involved over 50 policy experts in roundtable discussions, and engaged young adults in the debate. The knowledge and ideas gathered from this process contributed to the production of a Young Adult Manifesto with ten recommendations for practical changes in the way the CJS deals with young adults. See www.t2a.org.uk

Reducing Reoffending Group

Clinks sits on the Ministry of Justice’s Reducing Reoffending Third Sector Advisory Group. This group consists of 15 VCS leaders, advising government on how best to work with the VCS to reduce reoffending. The group explores

PHOTO | Peter Dunn, Director of The Griffins Society, at Clinks’ Annual Conference, January 2009



potential opportunities, addresses challenges and shares good practice. This strategic presence, one of many held by Clinks, allows us to represent the views of small, local organisations at high levels of decision making.

Diversity



Clinks sat on the Independent Advisory Group for the Ministry of Justice’s 2008 Race Review. The role of the group was to act as ‘critical friends’ to the Prison Service, providing advice and guidance on the process and outcomes of their review. The

review highlights the progress of the Service since the 2003 Commission for Racial Equality report, whilst acknowledging that without culture change at all levels of the Service, the experience of black and minority ethnic prisoners and staff is unlikely to be transformed. Download the review at: www.hmprisonservice.gov.uk

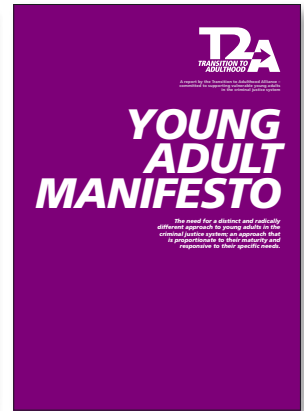
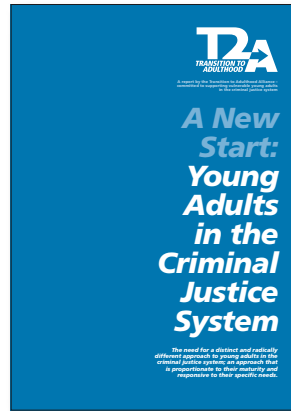


PHOTO | Hannah Dobbin, from NCVYS, at the T2A (Transition to Adulthood) conference, September 2009

“ Being a Clinks member has proved invaluable over the last two years. Clinks has given us many opportunities for training, knowledge, networking and conferences.”

Amanda Palmer-Royce | Managing Director, Eco-Actif Services CIC





PHOTO | Pavan Dhaliwal, from Race on the Agenda (ROTA), at Clinks' Annual Conference, January 2009

Prioritising

Identifying priority areas and working together to find and implement solutions

Through our work and feedback from our members, Clinks is able to identify the current and potential challenges facing the sector. This helps us to provide relevant and timely support, and ensures we are well-equipped to influence change. In the last year we have prioritised:

The Independent Safeguarding Authority (ISA)

The Independent Safeguarding Authority (ISA) is responsible for managing the Vetting and Barring Scheme (VBS) which identifies adults that can be 'registered' as safe to work with children and vulnerable adults.

The key issue for Clinks members is that one of the definitions of vulnerable adults includes offenders in custody and those supervised in the

community by the probation service. This means that over the next couple of years and beyond there will need to be considerable resource devoted to ensuring that organisations comply with the new requirements; especially those who employ ex-offenders to deliver their services who may be unjustly included in the wide-ranging barring criteria.

To date, Clinks have met with other organisations in the VCS who have expressed concerns about the ISA, as well as with officials in the Home Office and the Ministry of Justice. We have published a briefing for our members outlining the key issues and signposting to further guidance.

There will be further work undertaken with officials at the ISA, Home Office, and NOMS to ensure that the new regulations do not undermine the Sector's valuable work with offenders.



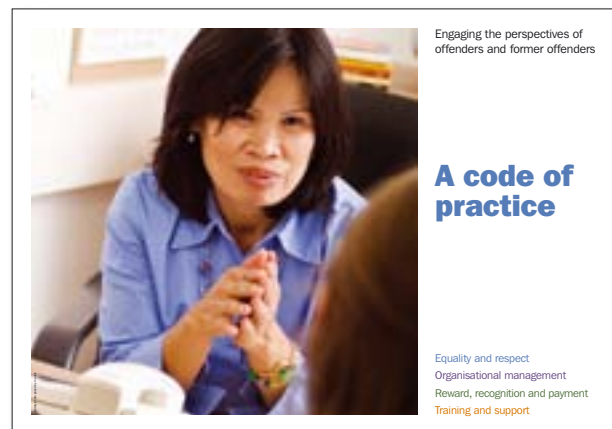
Engaging the perspectives of offenders and former offenders

The Code of Practice is a practical guide developed by a consortium including Clinks, The Howard League for Penal Reform, Nacro, The Prince's Trust, Prison Reform Trust, Revolving Doors Agency, SmartJustice and Unlock.

VCS organisations often use offenders or former offenders in an advisory capacity to inform policy, respond to government proposals and to speak at events or to the media.

The contribution of offenders and former offenders in these areas can significantly enhance the quality of debate and discussion of issues relating to offending behaviour, as well as proposing potential solutions for effective resettlement.

We have developed a code of practice and a set of standards to ensure this process is managed effectively and to protect the interests of all parties involved.



The code was developed by a coalition of VCS organisations and includes best practice standards on:

- ✦ Equality and respect
- ✦ Organisational management
- ✦ Reward, recognition and payment
- ✦ Training and support.

Being effective

Making sure Clinks is an effective, efficient and professional organisation

Clinks is building both internal and external capacity to increase the reach and impact of our work. We have developed an extranet, commissioned the redesign of our website, and are undertaking an impact assessment. Partnership is vital to Clinks, as a relatively small organisations providing support across a broad and complex sector.

As you will have seen throughout this Annual Review, much of our work is done in partnership with a range of organisations. Working with other organisations enables Clinks to:


- ✦ Increase our influence and reach
- ✦ Combine different areas of expertise
- ✦ Maximise our impact.

Local Grants Forum

As a member of the Local Grants Forum, Clinks has campaigned to protect grants for local charities and community groups.

Defending Local Grants is a publication detailing resources organisations can use at a local level to convince councillors, commissioning officers and procurement professionals that grants should continue to be used to fund local charities and community groups.

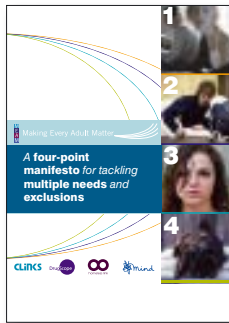
The resource is intended to empower our members to quote government guidance which supports the use of grants, challenge the myths that grants are no longer possible because of competition law and European regulations, and explain what grants can achieve for local communities that contracts cannot. Find out more at: www.navca.org.uk/defendinggrants



“As a small charity, working in partnership is vital to achieving our aims. Clinks creates opportunities for Unlock to share knowledge, develop relationships and influence outcomes and allows us to access resources, information and valuable training.”

Chris Stacey | Unlock

Making Every Adult Matter (MEAM)



The MEAM coalition, made up of Clinks, DrugScope, Homeless Link and Mind and supported by the Calouste Gulbenkian Foundation aims to prevent the most vulnerable in society from falling between the gaps in care services. People with multiple needs experience a

combination of issues including substance misuse, mental health problems, homelessness and criminal behaviour, but services are often not set up to help people who have more than one problem.

Differing priorities and a lack of co-ordination can mean that people with multiple needs are left to 'recycle' around the system, being passed from one service to the next, without ever receiving the overall help they need to make meaningful changes to their lives.

In 2009 MEAM launched the four-point manifesto, calling on policy makers to:

- ✦ Define multiple needs and exclusions
- ✦ Accept the social and economic case for action

- ✦ Commit the next Government to developing a national policy framework for multiple needs and exclusions and
- ✦ Measure national progress.

Find out more at: www.meam.org.uk

3SC

3SC (Third Sector Consortium), of which Clinks is a member, brings together a range of innovative organisations across the third sector to bid for large public contracts. By harnessing the skills and experience of its partners, consortia members and its own dedicated staff, 3SC aims to successfully bid for key public service contracts in Health and Social Care, Training and Skills and Welfare to Work.

Once won, the work will be sub-contracted to local VCS delivery organisations thus helping meet two important aspects of Clinks' purpose – supporting the sector to respond to large commissioning contracts and developing a mechanism by which local organisations remain at the heart of delivery. Find out more at www.3SC.org.uk

PHOTO | Lord Ramsbotham

“MEAM is excellent news. I am sure that such coalitions of the willing are the way ahead, particularly during the recession.”

Lord Ramsbotham

Photo | Delegates at the T2A (Transition to Adulthood) conference, September 2009

Future work

In addition to our ongoing work, Clinks has a number of exciting new initiatives which it is exploring. For further details, our business plan will be available shortly – visit our website at www.clinks.org. The following are already underway:

Our manifesto

In 2010, we will be launching our Clinks manifesto, setting out the key commitments that we assert underpin a reduction in offending and lead to a more effective CJS. We are asking all political parties to pledge their support to our vision of a community-oriented CJS, with a new focus on the rehabilitation of offenders, in which a vibrant and valued Voluntary and Community Sector can play its full part. The Clinks manifesto may be downloaded at: www.clinks.org

Race for Justice

Through the Tackling Race Inequalities Fund, Clinks will commission research on the experiences of Black and Minority Ethnic (BME) ex-offenders accessing resettlement services. The research will focus on:

- ★ Employment
- ★ Accommodation
- ★ Mental health services
- ★ Family services.

The research aims to:

- ★ Involve and consult BME offenders, former offenders and their families on service design and delivery
- ★ Analyse current levels of investment in BME specific services, and
- ★ Inform policy makers and commissioners so they understand the problems as well as the solutions.

This work will help give more detail to the well documented discrimination that BME offenders face when entering the CJS. We will look at how access to services might be improved so that re-offending can be tackled and offenders supported in living crime-free lives.

GateMate campaign

The GateMate campaign aims to provide national coverage of mentoring services for young adults leaving prison. This campaign is a coalition led by Clinks, The Prince's Trust, The Mentoring & Befriending Foundation, St Giles Trust and Catch 22. The flagship for this campaign will be a new online interactive resource showing mentoring provision in UK prisons and the community. See www.gatemate.org



Photo | Clair Dowgill, of Crime Reduction Initiatives, at Clinks' Annual Conference, January 2009

Governance

Professional advisors

Auditors: JWP Creers, Chartered Accountants, York

Solicitors: Ware & Kay, York

Bank: CAF Bank Ltd, West Malling / HSBC, York

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

Web: 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 2009 is shown on pages 21-22. A full set of audited accounts is available from our head office in York.

Management Committee

Rob Allen

Paul Cavadino

Julian Corner

Pete Crossley (resigned 20.07.09)

Robert Fulton (co-opted 10.03.09)

Lucy Gampell OBE

Lystra Hagley-Dickinson

Jane Hatfield (resigned 29.01.09)

Norma Hoyte

Peter Kilgarriff

Steve Rawlins (joined 10.12.08)

Officers

Chair: Rob Allen

Treasurer: Robert Fulton

Company Secretary: Clive Martin

Volunteers

Clinks would like to thank our volunteers Gill, Alice and Steph 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 2008 to 31 March 2009, who were:

LankellyChase Foundation
 HM Prison Service
 The Tudor Trust
 Criminal Justice Group, Ministry of Justice
 The Monument Trust
 City Parochial Foundation
 The City Bridge Trust
 Lloyds TSB Foundation
 Wates Foundation
 Esmeé Fairbairn Foundation
 Mercers' Charitable Foundation
 Barrow Cadbury Trust

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
 Heloise Wood (left December 2008)

Director

Clive Martin

Finance

Treasurer's report

Following expansion in previous years Clinks has endeavoured to consolidate the level of project work and unrestricted income during this year to help provide a solid base for the future. Both projects and core costs are supported, and funded by charitable foundations and Criminal Justice Group. The current recession, whilst not adversely affecting this year's results, will no doubt have an effect on the whole of the Voluntary and Community Sector during the foreseeable future and we are extremely grateful to our funders for their on-going support in these difficult times.

Free reserves of £103,033 were held at 31 March 2009. Free reserves exclude funds which are restricted, designated for specific purposes or which can only be realised by disposing of fixed assets held for charity use.

The trustees continue to maintain their agreed policy to build reserves equivalent to four to six months of total expenditure in order to allow for efficient management of the charity and to enable it to provide uninterrupted services after taking into account the timing of grant income.



Statement of financial activities for the year ended 31 March 2009

	Unrestricted Funds £	Restricted Funds £	2009 Total £	2008 Total £
INCOMING RESOURCES				
Incoming resources from generated funds				
Voluntary income	40,000	750,483	790,483	386,353
Activities for generating funds	6,072	-	6,072	4,918
Investment income	22,828	-	22,828	16,337
Incoming resources from charitable activities	63,552	27,126	90,678	84,058
Total incoming resources	<u>132,452</u>	<u>777,609</u>	<u>910,061</u>	<u>491,666</u>
RESOURCES EXPENDED				
Charitable activities	119,014	741,550	860,564	599,917
Governance costs	5,561	-	5,561	4,735
Total resources expended	<u>124,575</u>	<u>741,550</u>	<u>866,125</u>	<u>604,652</u>
NET INCOME/(EXPENDITURE) FOR YEAR	7,877	36,059	43,936	(112,986)
Total funds brought forward	95,156	217,086	312,242	425,228
Total funds carried forward	<u>103,033</u>	<u>253,145</u>	<u>356,178</u>	<u>312,242</u>

Balance Sheet as at 31 March 2009

	31 March 2009		31 March 2008
	£	£	£
FIXED ASSETS		15,934	7,170
CURRENT ASSETS			
Debtors	20,002		49,995
Cash at bank and in hand	346,116		276,343
	<u>366,118</u>		<u>326,338</u>
CREDITORS: Amounts falling due within one year			
Other creditors	22,969		18,399
Accruals	2,905		2,867
	<u>25,874</u>		<u>21,266</u>
		340,244	305,072
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>356,178</u>	<u>312,242</u>
INCOME FUNDS			
Unrestricted Funds		103,033	95,156
Restricted Funds		253,145	217,086
		<u>356,178</u>	<u>312,242</u>

The accounts on these pages are extracted from the full accounts which were approved by the Management Committee on 15 September 2009. 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.

PHOTO | Viv Hayes, Women's Resource Centre, at Clinks' Annual Conference, January 2009



What questions
would you ask the
ART about their process
What Documents would

CLINKS

Our vision

Clinks' vision is of a vibrant and independent Voluntary and Community Sector working with informed and engaged communities to enable the rehabilitation of offenders for the benefit of society.

Our mission

Clinks supports, represents and campaigns for the Voluntary and Community Sector working with offenders. Clinks aims to ensure the Sector and all those with whom they work, are informed and engaged in order to transform the lives of offenders.

PHOTO | Lynne Laidlaw, Clinks (left) talking with Kim Davis, The Griffins Society, at the T2A (Transition to Adulthood) conference, September 2009





Product group from well-managed forests, controlled sources and recycled wood or fibre
www.fsc.org Cert no. CU-COC-807950
© 1996 Forest Stewardship Council

Printed on recycled paper (80% recycled from post-consumer waste) using vegetable-based inks.

Design: Cuthbert Design / info@cuthbertdesign.com

Photos: © Ian Cuthbert / www.cuthbertdesign.com except page 15 (© Willie B Thomas / iStockphoto.com) and page 7 (unknown)

Printing: Pinstripe Print Ltd / www.pinstripegroup.co.uk



CLINKS

Head Office

25 Micklegate | York | YO1 6JH

01904 673970 | info@clinks.org | www.clinks.org