



Opportunities & challenges

Annual Review 2009/10

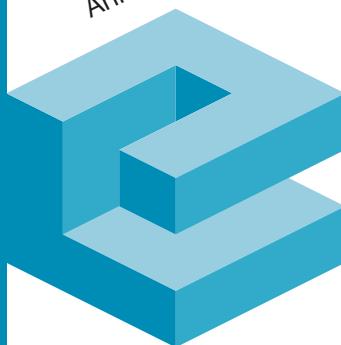
CLINKS

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.



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Chair's report

Lucy Gampell OBE, Acting Chair (January 2010 to January 2011)

For the past 10 years, Clinks has been at the forefront of work with the Ministry of Justice to promote a proper understanding of the pivotal role of the Voluntary and Community Sector in delivering appropriate and effective services to offenders and their families. After years of battling, we began to feel that the Sector was being recognised for its real worth and that infrastructure organisations such as Clinks and Action for Prisoners' Families, were finally valued and funded appropriately by the Ministry of Justice.

With the election over and the Coalition Government formed, it seems this battle is starting all over again and the Sector once again has to consider how and where to position itself. Discourse began about the concept of the "Big Society"; the new Justice Secretary, Kenneth Clarke started talking about the "Rehabilitation Revolution"; "payment by results" and a more balanced, moderate approach to crime and punishment which could lead to a reduction in the prison population.

Clinks have had to adjust to a new Administration concerned

“Clinks have had to adjust to a new administration concerned about the effectiveness of infrastructure organisations and what we have to offer. This meant the need to revisit the core objects of the charity, focus in on what it is that really makes Clinks effective and unique and ensure that we are fulfilling the expectations of our members, stakeholders and funders.”

about the effectiveness of infrastructure organisations and what we have to offer. In response we have revisited the core objects of the charity, focused in on what it is that really makes Clinks effective and unique and ensured that we are fulfilling the expectations of our members, stakeholders and funders. The Impact Assessment provided essential evidence that our work is highly valued and that the services we provide are needed and welcomed by our members and stakeholders. At the same time, we have had to face up to the reality that funding may not be sustainable at its current levels and consider the possibility of scaling down our operations.

The Green Paper on sentencing and rehabilitation sets out the Government's plans to break the destructive cycle of crime and presents a real opportunity



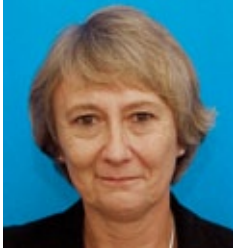
Lucy Gampell OBE, Acting Chair

“Thank you for yet another excellent discussion document, which is timely as well as admirably clear. I can think of no more telling or relevant response to the Green Paper consultation.”
Lord Ramsbotham



“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.”

Dame Anne Owers OBE | Chair (from January 2011)



*Dame Anne Owers OBE, Chair
(from January 2011)*



to bring down the prison population, improve resettlement outcomes and strengthen community punishments. A strong Voluntary and Community Sector will be crucial in this, as it provides the foundation that many offenders and their families depend on to rebuild their lives. The Sector plays a vital role for individuals and society – not just offering services but also providing vision, innovation and hope.

These remain challenging times and we need to ensure the Sector is confident and well supported, which makes the services and expertise of Clinks more important than ever. There are still too many people in political and media circles who portray the Voluntary and Community

Sector as a cheap solution to society's problems, run by volunteers. This is simply not the case and we have to make sure that the professionalism and true costs of the Sector are properly understood and presented.

I became Acting Chair of Clinks at the AGM in January 2010. We were determined to find the right person to lead Clinks forward and support Clive in the demanding task ahead. I was truly delighted when Anne Owers accepted our approach to take over as Chair from January 2011. With her knowledge, experience and unfailing passion for fairness and the just treatment of offenders there can be no better person to ensure strong leadership of Clinks in the battles that lie ahead.



Director's report

Clive Martin, Director

'Opportunities and challenges' reflects the current situation for Clinks and the Sector as a whole. These are challenging times for us all: rapid policy change and fiscal restraint against a background of widespread economic downturn. However, there is also opportunity and hope with the possibility that some of the reforms, for which many of have argued long and hard, are now on their way.

At times like this, the support and advocacy that Clinks provides are more important than ever in ensuring the Voluntary and Community Sector is positioned to take advantage of opportunities and avoid obstacles.

The Clinks team have been working hard to keep you up to date with the changes following the election of the Coalition. The events and publications through which we do this are described in more detail in the pages of this report. I would like to highlight the continuing popularity of Light Lunch. During 2010, the circulation of our weekly ebulletin has increased by over 1,500 to over 5,500. This reflects its success in providing a concise, informative and accessible

“At times like this, the support and advocacy that Clinks provides are more important than ever in ensuring the Voluntary and Community Sector is positioned to take advantage of opportunities and avoid obstacles.”

update on initiatives and policy developments in criminal justice.

But this is not a one way process. Our work relies on the information we collect from the VCS and your experience at the frontline: your concerns, issues and successes. We collect these through discussion documents, our various networks and events.

There is much in the Government's new agenda to interest the Sector: localism, decentralisation and the Big Society are themes that strike a chord with the VCS. Many of you operate at a local level, and were set up by local people to address issues or fill gaps left by the statutory sector – arguably the Big Society in action. But we cannot operate in isolation, and identifying opportunities and engaging with the statutory sector at a local level in particular, will be very important over the next few years.



Clive Martin, Director



Since October, Clinks has been developing local pilot projects exploring innovative ways in which the VCS can engage with Integrated Offender Management partnerships. There are some exciting ideas emerging that will help us set the roadmap for the future.

Peter Dunn, then Director of The Griffins Society, at Clinks' 2010 annual conference



Along with the rest of the VCS, Clinks is working in a challenging and uncertain financial environment. We have reviewed our priorities and efficiency to ensure our resources are used in ways where they will bring the greatest benefit to you. One consequence of this has been the decision to close our head office in York, and relocate to London. While we are sad to leave the lovely city of York, this decision will help us to increase our efficiency and effectiveness and therefore ensure the best services to you.

“*These are not easy times. But Clinks will continue to promote, support and work with and for the Sector through its services and support.*”
Clive Martin, Clinks' Director

During the course of 2011 we will be developing support activities for the Sector to explore income generation opportunities. The Sector will need to be at its most creative and imaginative in the face of severe financial restraint across government departments, and to help with the significant challenges this presents. We continue to work with 3SC to support consortia of VCS organisations to bid for tenders, and with Social Finance to ensure that positive ways of implementing payment by results are nurtured and developed. And we are playing an active role in work exploring how the Sector can demonstrate effectiveness.

These are just a few examples of our current work. You will find many more in the following pages.

These are not easy times. But Clinks will continue to promote, support and work with and for the Sector through its services and support. I would like to thank Lucy Gampell for steering Clinks so adeptly as interim Chair, and to welcome Dame Anne Owers, who takes over in the New Year. The collective skills, wisdom and commitment of our Trustees and staff will help us to realise the opportunities and address the challenges.

We are confident that by working together, the Sector's resilience, creativity and determination will ensure that the VCS continues to support offenders to live productive and fulfilling lives and contribute to their communities and society as a whole.



Helping the VCS through change

The new Government is introducing wide reaching change in a number of key areas for criminal justice and the VCS.

The rehabilitation agenda, localism, the Big Society and payment by results in a context of financial austerity and economic downturn present opportunities and threats to the Sector.

Clinks' role is vital to ensuring that organisations in the Sector are kept informed of and contribute to this fast developing agenda, understand the implications for them, and can feed back what they see as key issues.

While this role is important to the whole of the Sector, we see it as particularly so to small and local organisations, which make up the majority of the VCS and will struggle to find the capacity to monitor developments and lobby where necessary.

Clinks services aim to ensure that even the smallest organisation is kept informed and in a position to benefit from the opportunities and manage the threats. Vital to this is that we hear what you



Dr. Lystra Hagley-Dickinson, Clinks Trustee, at our 2010 annual conference



PAYMENT BY RESULTS

Our work on Payment by Results illustrates how the briefings, consultations and submissions fit together. Payment by Results is a key development for the Sector. Clinks produced an initial discussion paper raising key issues. This paper formed the framework for a round table attended by 60 VCS representatives in September which developed thinking on the key opportunities and challenges posed by the new funding models. Information from the round table and other written responses was then incorporated in a paper on Payment by Results, submitted to Government in October 2010.



Clinks' Director, Clive Martin, at our 2010 annual conference with Alan Duncan MP, then Shadow Minister for Prisons and Probation (now Minister of State for International Development)



“Light Lunch is appropriately named – it is one of the only ‘lunch breaks’ I take and I look forward to its arrival!”
Alabare Christian Care Centres

see as key concerns, which is why we produce discussion papers and run consultations, in addition to listening to voices through our extensive networks.

For current consultations, please go to www.clinks.org/services/consultations.

Light Lunch, our weekly digest of events in the CJS, ensures organisations are informed of key developments in a succinct and accessible format. It includes funding opportunities, policy developments and new initiatives, and consultations and events.

Providing information and inviting responses on new initiatives has been an intensive process over the last 6 months, during

which we have co-ordinated round tables and produced a number of briefings, discussion documents (see back page) and submissions (see our website).

Our round table events allow the Sector to share views and develop agendas, as well as influence government thinking. We ran round tables and sought to influence new Ministers Crispin Blunt and Nick Herbert, in addition to those focused on topics such as Payment by Results and the economic downturn.

We are involved in projects monitoring the impact of the current environment, and how the Sector can be supported to contribute to the Government’s agenda.



Good communication



A drama-based workshop at the Arts Alliance conference organised by Clinks in September 2010. See page 13 for more information



Clinks' new website attracts over 3,000 unique visitors per month



Our Light Lunch email bulletin reached a maximum of 5,449 readers



We already have over 200 followers @Clinks_Tweets

“Clinks provides the best of both worlds to small organisations within the sector. It is able to disseminate information and share best practice, but can also offer practical help when required.”

Birth Companions

New website and new media

We launched our widely-acclaimed new website in 2010, where you'll find everything you need to know about Clinks and our role supporting the VCS working with offenders. The new site is easy to navigate, includes all our publications, and you can join and subscribe to services online.

We are also on Twitter! You can follow us @Clinks_Tweets, a new way in which we can keep you informed and up to speed with the VCS in the Criminal Justice System. You can view our Tweets even if you don't use Twitter.

Working with Offenders Directory

The new, improved Working with Offenders Directory was launched early in 2010 – a free, comprehensive online database of services to offenders in prison and the community, with details of services run by over 400 organisations. Its search function allows users to look for specific services in their area, for example. This will allow offenders and those who work with them to find suitable services quickly and easily, helping offenders to take the first steps to rehabilitation.

“Clinks News looks great, but it was the feisty articles that really grabbed me, and the whole balance of the material did a lot of justice to a tricky area. I think Clinks News is increasingly filling an important gap in the market.”
Julian Corner, Head of Crime Strategy Unit, Home Office and Clinks Trustee



Clinks News

The latest edition of Clinks News features a range of contributions, discussion and

debate on involving service users. Drawing on the wide ranging views and experience of Clinks members, it debates whether the Big Society offers opportunities for user involvement, how the VCS and service users fit into mutualism, whether the VCS takes user involvement seriously, and the impact of criminal record checks on effective service user involvement.

Funders update

We produce a regular news digest for the Association of Charitable Foundations' Penal Affairs Network, which provides funders with an update on developments in the Criminal Justice System, tailored specifically to a funder audience.



Supporting the Sector



Delegates at Clinks' spring conference in April 2010



Your work allows us to focus our time and energy on what we are expert in – art and offenders – safe in the knowledge that Clinks is ensuring our interests are being represented.”

Koestler Trust

Innovative VCS involvement in Integrated Offender Management

Clinks is working in partnership with the Home Office to strengthen the role of the VCS in Integrated Offender Management (IOM) in four selected ‘development and demonstration’ areas:

- ★ Bournemouth, Dorset & Poole
- ★ Croydon
- ★ Gloucestershire
- ★ Leeds.

IOM arrangements typically bring together staff from local criminal justice agencies within a single, coherent team structure for the management of repeat offenders.

Clinks is now actively supporting the development and implementation of locally-inspired, VCS-led proposals that will achieve innovative VCS involvement in local IOM arrangements.

All four areas are expected to show that relevant VCS and IOM partners have been fully engaged in developing and implementing plans, and that they are engaging effectively with specific local needs in relation to ethnicity, culture, disability and gender.



Race for Justice

To follow up on some of the recommendations from the Race for Justice campaign, Clinks received funding from the Department of Communities and Local Government’s Tackling Race Inequalities Fund, to undertake research on the resettlement needs of Black, Asian and Minority Ethnic (BAME) offenders.

The background to the study was the recognition of the critical importance of resettlement provision for offenders, and the evidence of continuing direct and indirect racial discrimination across the Criminal Justice System as a whole.

In December 2010 we published ‘Double Trouble’, a challenging



The calyso call and response finale at the Arts Alliance conference, September 2010

“

I heard about the Arts Alliance conference through Clinks' and enjoyed it enormously. I didn't expect to end the day singing a calyso sitting next to Lord Ramsbotham!"

Friends of Guys Marsh

report which found that offenders consider resettlement services to be uniformly poor, regardless of ethnicity. The report raises many additional questions which we hope to explore in the future.

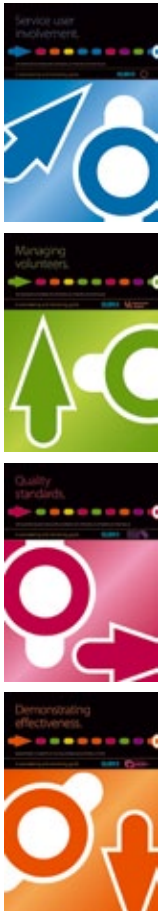
Arts Alliance – a voice for arts in criminal justice

In April 2010 Clinks took over the management of the Arts Alliance, a national network for the promotion of arts in the Criminal Justice Sector. Advised by a steering group of specialist arts organisations from across England and Wales, Clinks is both accountable and indebted to a network of 200 practitioners.

Clinks have been busy ensuring that the Arts Alliance makes a difference for its members.

We have had a strong role in lobbying and campaigning, including facilitating meetings between Ministers, such as Crispin Blunt MP, and representatives of the Arts Alliance steering group.

At the end of September the Alliance held a very successful two day national conference. It attracted over 200 delegates, and an exciting line up of speakers. Policy updates were provided by Crispin Blunt MP, Michael Spurr the Chief Executive of NOMS, policy leads from the Arts Council England, Ministry of Justice and the Department for Business Innovation and Skills, and discussions were chaired by Jude Kelly, Southbank Centre's Artistic Director, and Baroness Lola Young. A range of inspirational and thought



provoking workshops were run by practitioners from the voluntary, private and statutory sectors.

Over the last nine months we have achieved a great deal:

- ✳ With Charities Evaluation Services we published guidance on demonstrating the outcomes of the arts
- ✳ We collated evaluations of arts services to demonstrate the impact of the arts on offender lives
- ✳ We are measuring the economic impact of the arts in criminal justice
- ✳ We worked with practitioners to publish good practice guidance on delivering arts services to offenders.

To find out more about the Arts Alliance and its members visit www.artsalliance.org.uk

The Volunteering & Mentoring Network

The Volunteering and Mentoring Network was established to support the development of quality volunteering and mentoring services, communicate good practice, broker informal and formal partnerships and expand the use of volunteering and mentoring for offenders.

We have published the following series of practical guides:

- ✳ Managing volunteers
- ✳ Demonstrating your effectiveness
- ✳ Setting up a new project
- ✳ Earning external quality standards
- ✳ Involving service users – produced in partnership with Revolving Doors Agency and four members of their National Service User Forum.



PARTNERSHIPS

Clinks has also supported the Sector through our involvement with:

3SC | www.3sc.org.uk

Making Every Adult Matter coalition | www.meam.org.uk

NAVCA Supporting Offenders project | www.navca.org.uk/localvs/supportingoffenders

Our open space consultation event in September fed directly into the new Government's thinking on the role of volunteering and mentoring in the Criminal Justice System, with the resulting report used to inform government on how volunteering and mentoring can support the rehabilitation of offenders. More at: www.clinks.ning.org



Localising support

Our South West VCS Development Project supported local partnership work by VCS and public sector agencies in the CJS throughout the South West, working collaboratively wherever possible with Local Infrastructure Organisations.

For example, in Devon we supported a steering group of small, locally-rooted VCS

organisations to establish a Forum to bring together and provide information and support for VCS organisations working with offenders across Devon, Plymouth and Torbay. Devon Reform has funding to become a charitable company, enabling it to submit bids on behalf of consortiums of local organisations, especially smaller organisations that are often excluded from contracting opportunities.

Clinks' Policy & Partnership Manager, Lesley Frazer, at our spring conference, April 2010



Rob Berkeley, Director of Runnymede Trust, at Clinks' spring conference, April 2010

“Clinks has a lot of credibility, both in national and local government and also with the statutory sector, enabling people like me to feel well supported and that someone influential is flying the VCS flag.”

EDP Drug and Alcohol Services

We were an integral part of the winning presentation for the National Compact Award for Regional Partnership Working. The award, accepted by Clinks member South West Forum on behalf of a consortium, honours the joint work that voluntary and public organisations have done together to improve the quality of life for everyone across the South West.

The Clinks South West Development Team will continue to work with the VCS across the region to develop meaningful local partnerships with statutory CJS agencies in 2011, with a particular focus on enabling smaller organisations to participate in the Coalition Government's plans for a 'rehabilitation revolution'.



WOMEN OFFENDERS

We ran two training courses with the Women's Resource Centre on how to promote the benefits of women only services, and how women's organisations can work with media. Drawing on the experience of Hibiscus and others, we produced guidance for generic organisations on how to work with foreign national women. We continue to work with the Corston Independent Funders Coalition and the Women's Centre Forum. In the South West, Clinks has been invited to work with NOMS South West to strengthen and embed partnership work at the local level that will address the specific needs of women offenders.



Governance & management

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 a company limited by guarantee and a registered charity governed by its Articles of Association dated 28 January 2010. This has replaced their Memorandum and Articles of Association dated 12 May 1998 and the Special Resolutions dated 10 December 1998, 26 March 2001 and 25 November 2002.

Financial information

A summarised version of our accounts for the year to 31 March 2010 is shown on pages 18-19. A full set of audited accounts is available from our head office in York.

Management Committee

Rob Allen (resigned 28.01.10)
Paul Cavadino
Julian Corner
Pete Crossley (resigned 28.01.10)
Robert Fulton Treasurer
Lucy Gampell OBE Acting Chair (28.01.10 to 20.01.11)
Lystra Hagley-Dickinson
Norma Hoyte
Peter Kilgarriff
Anne Owers OBE Chair (from 20.01.11)
Steve Rawlins
Timothy Robertson (appointed 28.01.10)

Officers

Acting Chair: Lucy Gampell OBE
Treasurer: Robert Fulton
Company Secretary and Director: Clive Martin

Volunteers

Clinks would like to thank our volunteers Steph, Sue and Michelle for their hard work, dedication and contribution to our work.

Our staff

Kate Aldous	Clare Hayes (joined 06.10)	Clive Martin
Louise Clark (joined 06.10)	Lesley Frazer	Richard Nicholls
Jean Coates	Bill Frost	Lynne Laidlaw (left 03.10)
Karen Desai (left 11.10)	Joe Gardham	Malcolm Thomson
Nathan Dick	Laura Lavery (joined 12.09)	Hazel Alcraft (joined 12.10)



Funding & finance

Financial review

Clinks has continued to maintain its previous level of project work and has also maintained levels of unrestricted income during this year despite a significant reduction of interest received. Both projects and core costs have been supported and funded by charitable foundations and the economic climate has not significantly affected the years' results. However expected reductions in public expenditure are likely to have a significant effect on the entire voluntary sector in the near future and we continue to be extremely grateful to our funders for their continuing support.

Free reserves of £203,993 were held at 31 March 2010. 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.

Funders

We would like to offer our sincere thanks to our funders during the period 1 April 2009 to 31 March 2010, who were: Barrow Cadbury Trust; City Bridge Trust; City Parochial Foundation; Communities and Local Government; Esmee Fairbairn Foundation; LankellyChase Foundation; Ministry of Justice Criminal Justice Group; Monument Trust; Teignbridge District Council; The Tudor Trust.

Statement of financial activities for the year ended 31 March 2010

INCOMING RESOURCES

Incoming resources from generated funds

Voluntary income

Activities for generating funds

Investment income

Incoming resources from charitable activities

Total incoming resources

RESOURCES EXPENDED

Charitable activities

Governance costs

Total resources expended

NET INCOME/(EXPENDITURE) FOR YEAR

Transfers between funds

Net movement in funds

Total funds brought forward

Total funds carried forward



Unrestricted Funds	Restricted Funds	2010 Total	2009 Total
£	£	£	£
65,000	800,762	865,762	790,483
8,190	-	8,190	6,072
586	-	586	22,828
62,552	6,924	69,476	90,678
<u>136,328</u>	<u>807,686</u>	<u>944,014</u>	<u>910,061</u>
36,556	865,414	901,970	853,584
9,506	-	9,506	12,541
<u>46,062</u>	<u>865,414</u>	<u>911,476</u>	<u>866,125</u>
90,266	(57,728)	32,538	43,936
<u>15,365</u>	<u>(15,365)</u>	<u>-</u>	<u>-</u>
105,631	(73,093)	32,538	43,936
<u>103,033</u>	<u>253,145</u>	<u>356,178</u>	<u>312,242</u>
208,664	180,052	388,716	356,178

The accounts on these pages are extracted from the full accounts which were approved by the Management Committee on 21 September 2010. 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.

Clinks publications

Discussion Papers



Criminal justice outsourcing: what is the potential role of the VCS?



A new focus on measuring outcomes: where do we start?



Payment by results: what does it mean for voluntary organisations working with offenders?



Localising justice: how can we increase local VCS involvement in service design and delivery?



Big Society: constraints and potentials

Volunteering and Mentoring Guides



Service user involvement



Managing volunteers



Quality standards



Setting up a project

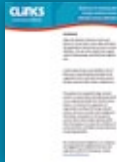


Demonstrating effectiveness

Other publications



Double trouble: Black, Asian and minority ethnic offenders' experiences of resettlement



Guidance on working with foreign national women offenders and ex-offenders



Reducing re-offending in London: a review of the work of non-criminal justice organisations in seven London boroughs



Clinks News: service user involvement (No. 7 / Winter 2010/11)



Impact assessment

Arts Alliance



What Really Works? Arts with Offenders: arts in the Criminal Justice System

Download Clinks publications free of charge

Find all these publications and many more at:

www.clinks.org/publications

Some publications are available in print. Email info@clinks.org to enquire.

CLINKS

supporting voluntary organisations that work with offenders and their families

Registered office

25 Micklegate | York | YO1 6JH

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

