

CLiNKs

Annual Review 2010/11



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Clinks is a membership organisation and our greatest strength lies in our members, who shape our work. To find out about all the benefits of Clinks membership visit: www.clinks.org/join-clinks

“My thanks to Clinks for promoting subsidised places to the recent conference. I'd like to wholeheartedly endorse this idea to enable smaller organisations to keep up to date in this way. A small gesture, but one that made a big difference to us at Red Kite Learning.

Brendan Tarring, Chief Executive, Red Kite Learning

**CLINKS SECURED
COMPLIMENTARY
CONFERENCE PLACES FOR
SOME OF OUR SMALLEST
MEMBERS, WHO WOULDN'T
OTHERWISE HAVE BEEN
ABLE TO ATTEND.**



The key benefits of joining Clinks

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www.clinks.org is a huge resource of information for anyone working in the VCS in criminal justice.



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Become part of Clinks. Find out about the key benefits of Clinks membership.



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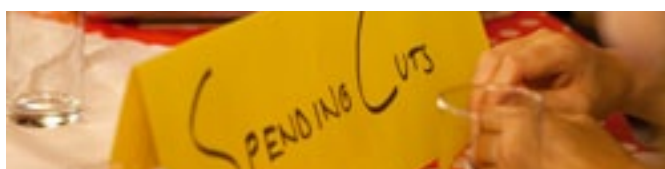
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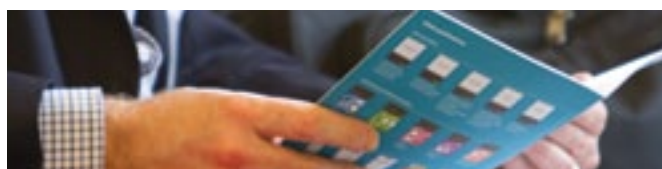
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Our diverse membership – innovative and dynamic organisations that make a significant impact on the lives of offenders and ex-offenders.

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.

“In this climate, it is all the more important to stay focused on the needs of offenders and the challenges they will face ... It is vital that the Sector's distinctive characteristics – its independence, responsiveness and capacity to innovate – are not lost.

Anne Owers DBE | Chair, Clinks



The Arts Alliance National Meeting in Liverpool



Anne Owers DBE
Chair

This has been a challenging year – not just for Clinks members, but for the wider Voluntary and Community Sector (VCS) and the prison and probation services. The combination of diminishing resources and increasing demand has placed a huge strain on both the VCS and the statutory sector. Front-loaded local authority cuts have had an immediate impact, particularly on small, localised, niche providers. Surveys in Spring and Autumn show the VCS is facing redundancies, decreasing resources and increasing demand.

At national level, the combination of large-scale contracting and back-loaded Payment by Results has excluded many VCS organisations or confined them to the role of sub-contractors, operating under a private sector prime provider. These challenges – and the risks they pose to a sector that is already more fragile – were recognised in *Competition, Commissioning and the VCS*, a report produced by the Reducing Reoffending Advisory Group (RR3), which Clinks convenes.

Meanwhile, the promised ‘rehabilitation revolution’ – designed to spring money from prisons by reducing the use of short sentences – has faltered in the wake of political opposition

and the aftermath of the riots. Prison numbers have shot up to over 88,000, yet there is still a requirement to make substantial savings, which could mean a reduction in services within prisons and a further reduction in probation budgets.

There are also opportunities. The localism agenda has a lot of resonance for a Sector whose roots are local and client-led – though it is unclear how this fits with a centrally-driven National Offender Management Service or the elected Police and Crime Commissioners. The growing interest in restorative justice, pioneered within the Sector, could provide new openings. The focus on desistance – why and how people stop offending – emphasises the need for social capital and ‘soft’ outcomes that lead to personal change. Both require inputs from outside the correctional services and play to the existing strengths of the VCS. However, these are potential and prospective, not actual and cashable.

In the immediate future many organisations will struggle to survive and others will face difficult choices between delivering sub-optimal services or none at all. In this climate, it is all the more important to stay focused on the needs of offenders and the challenges they will face in accessing services as provision reduces, employment opportunities shrink and the pressure grows to ‘cherry-pick’ those most likely to produce results. It is vital that the Sector's distinctive characteristics – its independence, responsiveness and capacity to innovate – are not lost.

In this environment, Clinks' role becomes even more important. On the one hand, with over 350 members, it is well placed to monitor and publicise the challenges the VCS faces and ensure that these are communicated to government, commissioners and the public. On the other, it can help to equip the Sector to face those challenges: providing information, strengthening networks and promoting opportunities. Both are likely to be much needed in the months ahead.

Anne Owers DBE | Chair

“ We have a Sector which is creative, indefatigable and absolutely determined to continue its valuable work ... It is our challenge to ensure that the Sector moves back to more solid ground where it can thrive, and continue to cultivate healthy, safe and harmonious communities.

Clive Martin | Director, Clinks



In our annual review last year, I talked about ‘opportunities and challenges’. Since then, arguably, little significant has changed for the VCS overall. Apprehension about the future has increased, but we continue to wait to see how the landscape evolves. In the meantime we see diminishing resources and increased demand.

Anne has outlined the key issues above. I want to give you an overview of how Clinks is seeking to assist the Sector in making the most of the current situation.

Contracts and Payment by Results are having an increasing impact on the Sector. Clinks has published *Competition, commissioning, and the VCS* (see page 12), which highlights the complexity of this territory. Its findings have led us to explore how we can further support organisations to make informed decisions which benefit the Sector and service users. We continue to voice concern about Payment by Results, while simultaneously seeking ways to make it work.

Clinks remains committed to promoting a diverse Sector. Following on from our well received reports on rehabilitation for Black, Asian and Minority Ethnic (BAME)

offenders, we are now working with BTEG (Black Training and Enterprise Group) to establish a national network of BAME organisations working with offenders (see page 6). We are also working with both Women’s Breakout and the Women’s Resource Centre to highlight the different needs of women offenders and those that work with them.

Clinks has been monitoring the impact of the economic downturn. The most recent results indicate that the majority of the Sector has avoided the cliff edge which loomed at the end of the financial year in 2011, but many are still perilously close. It is deeply worrying that 77% of respondents are relying on reserves to run (see page 9), which is symptomatic of a slow but steady erosion of the Sector*. Coupled with continued uncertainty about new opportunities, the Sector is under considerable strain. In the face of all this, I continue to be impressed and inspired by the commitment, resilience and determination of those in the Sector.

We are extremely grateful to all our funders, who have offered continued support through challenging times.

We all know these are tough times, which are likely to continue so for some time. We have a Sector which is creative, indefatigable and absolutely determined to continue its valuable work. But we also know all things have a breaking point. It is our challenge to ensure that the Sector moves back to more solid ground where it can thrive, and continue to cultivate healthy, safe and harmonious communities.

Clive Martin | Director

* For full report of the findings see:
www.clinks.org/publications/ecodownturn

Supporting local practitioners

Clinks' local work allows an exchange of information with organisations working in our communities. We capture the experiences of frontline practitioners to help us share good practice, evaluate how national policy impacts at a local level, and ensure we are well informed in order to campaign for the Sector.



Local VCS development team

Clinks' local work enables us to understand the main issues for our members in a specific geographic area. The Government's drive to devolved local decision-making is introducing greater local variation, making this work more important than ever.

It is therefore timely that we have secured funding for two new development officers in 2011. In addition to our established South West team, we are delighted to have a member of staff in both London and Greater Manchester. We are already developing links with members, and working with them to identify and understand the key issues in those localities, including support for the VCS in Payment by Results pilots and the introduction of Police and Crime Commissioners.

The South West team has developed extensive direct contact with our members and other stakeholders. This has enabled them to support the Sector in a variety of ways, including fostering better joint working between the VCS, prisons, probation and police services. They have developed partnerships with local umbrella organisations in order to better support the VCS working with offenders.

Our local development staff bring us closer to more members, providing intelligence to inform the work Clinks does.



Sarah Anderson of Revolving Doors Agency, at our Spring Conference.



“ We have been able to focus on working alongside local infrastructure such as Councils for Voluntary Service to take a lead on providing voice, capacity building and networking opportunities for the VCS working with offenders and their families.

Strengthening the role of the VCS locally

Between November 2010 and April 2011, Clinks worked to strengthen the role of the VCS in Integrated Offender Management (IOM) in four pilot areas: Bournemouth, Dorset & Poole; Croydon; Gloucestershire; and Leeds.

In each area, Clinks supported locally-inspired, VCS-led initiatives that achieved innovative VCS involvement in IOM arrangements. This work was positively evaluated by the Hallam Centre for Community Justice at Sheffield Hallam University. The project clearly showed that the VCS can have a role at the strategic level in local IOM arrangements and that, where they do, this role adds real value. **Sally Pickering**, Chief Executive at GAVCA, explains the value of the project:

“The Clinks IOM project has made a significant difference to partnership working in Gloucestershire. The experience for practitioners of working so closely and intensely together gave colleagues in the Probation and Police Services first-hand experience of the enthusiasm, flexibility and pace at which the VCS works, which they found inspiring and motivating for their own work.

“Specifically, volunteer managers within Gloucestershire Constabulary and the Probation Trust established links with VCS service providers and GAVCA’s Volunteering Services, which will enable them to further develop their use of volunteers in the future. Work to develop the Gloucestershire VCS market has resulted in increased and improved information about local services available to IOM case managers.

“At a strategic level, the Commissioning Framework that was developed through the project is now being hailed by the county’s Stronger, Safer Justice Commission

(GSSJC) as the way forward for commissioning services to reduce reoffending in the future.

“The difference made to IOM service users was demonstrated at a conference held in October 2011. This included input from members of Voice 4 Change, a service user group established during the project. The benefit to individual members of the group included giving public presentations, moving into paid employment and facilitating workshops, which they would never have dreamed of doing months earlier. But the group has also really influenced the development of IOM services, helping practitioners to recognise how best to meet the needs of their service users through extensive research, culminating in a report which was presented to the IOM Board.

“Service users have also benefited from new initiatives that were established during the project: two social enterprises providing work opportunities for IOM offenders, and a family-focussed support package. One of the social enterprises was so successful that the service user nominated to speak about his experience at the conference couldn’t attend because of a contract that the new business had taken on.

“Clinks’ support was invaluable to GAVCA, the consortium lead. Clinks brokered all the grant requirements with the Home Office, leaving GAVCA free to get on with the practicalities of delivering the project. As a supportive and encouraging friend in the background, Clinks also helped all partners to survive the demanding pace of this short project and its support since the project ended, in helping the consortium to share what it had learned and build on what was started, has been greatly appreciated.”

Valuing diversity

The VCS is diverse and wide-ranging, supporting some of the most marginalised individuals in our society. In the past year we have undertaken research into the resettlement services available to Black, Asian and Minority Ethnic (BAME) prisoners, as well as working closely with the youth and women's sectors.



Equality and diversity, up close

Published in December 2010, *Double Trouble* found that in order to access resettlement services BAME offenders need to be personally resilient, and that there are key points at which interventions make a crucial difference. It demonstrated that those interventions need to be culturally sensitive and reflect the individual's ethnicity.

The follow up research to *Double Trouble* resulted in two further publications. *Lessons of Resettlement* included in depth interviews with 15 ex-prisoners about their backgrounds, history of involvement in the Criminal Justice System, and the process of resettling after release from prison.

The second report, *Stories of Resettlement*, presented detailed stories of five men and women who have spent time in prison and are in the process of 'resettling' into life outside. The five were from different backgrounds and at different stages of the resettlement process, but all stated their clear desire to lead productive lives and to stay away from offending in the future.

The five study participants spoke about their experiences, with a great deal of insight and openness. As a result, the stories presented in the report convey the complexities and challenges of resettlement.

A third report, *Family Engagement in the Resettlement Process*, was undertaken to understand the impact of imprisonment on the families of BAME offenders.

This report, based on interviews with 28 families from different backgrounds, examined their understanding of resettlement. It concluded that the involvement

of families will materialise through better integrated support for families from prison and probation services. The final report was a case study of the Beyond Prison service, run by Southside Partnership, which presented their role in greater depth. This case study described how the project assists in the resettlement process of BAME offenders.

These reports can be downloaded from our website at: www.clinks.org/publications

Young people

During 2011 we developed a new partnership with National Council for Voluntary Youth Services (NCVYS) in order to combine our knowledge and networks, and develop greater expertise in youth justice.

We are doing this through existing networks and our own online discussion forum. We have held discussion forums in London and Leeds to start a dialogue on the current situation in the Youth Justice System. Clinks and NCVYS have used these forums to identify the priority issues for those working with young offenders and are now exploring ways to support the Sector with these.

To get involved in these forums, join the Youth Justice group at www.clinks.ning.com.



“ In the first half of 2012, we will be working with VCS organisations to conduct rigorous assessments of the work of their volunteers – work that we hope will produce learning that can be shared with the Sector more widely.

Volunteers

Clinks' Volunteering Guides provide advice and examples of good practice to assist VCS organisations who involve volunteers in their work. We are currently carrying out a survey to gather feedback on the Guides and how useful they have been, as well as developing new ones in the series, on topics including peer-to-peer services.

In May 2011, Clinks' Volunteering and Mentoring Network looked at valuing volunteering. Volunteering England has developed a Volunteering Impact

Assessment Toolkit (VIAT) which Clinks has been adapting for use by VCS organisations working with offenders. In the first half of 2012, we will be working with VCS organisations to conduct rigorous assessments of the work of their volunteers – work that we hope will produce learning that can be shared with the Sector more widely.

The project is currently identifying partners, and will conduct impact assessments in early 2012.



Sector challenges

The greatest challenge facing the Sector is how to finance our work during a time of austerity. Clinks is seeking to support the Sector to realise the opportunities which are available, and to be realistic about the future.



Championing sustainability

Clinks' Sustainable Work with Offenders Project (SWOP) supports the sustainability of VCS organisations working with offenders during this time of change and austerity. It does this in three ways:

1. Consultancy support

Providing consultancy for small-to-medium sized VCS organisations to address their sustainability, including: improving fundraising; testing new income generation models; bidding for tenders; down-sizing and outsourcing; collaboration and exploring new opportunities or directions. Support is delivered by specialists through face-to-face work.

2. Sustainable funding road shows

Clinks ran a series of five road-shows around the country to highlight new opportunities and issues for the Sector. Events have been held in London, Birmingham, Preston, Exeter and Tyneside. These provided a mixture of key note presentations, workshops and one-to-one surgeries from Sector experts, researchers and NOMS commissioning managers – all of which will support the Sector's resilience in these challenging times.

3. Supporting the Sector to respond to emerging issues

Clinks is carrying out more targeted work where we see VCS organisations that work with offenders struggling with a specific issue or opportunity. For example, we have facilitated a round table exploring the issues of the VCS sub-contracting and are now developing support for the Sector in this area.

“Our strategic planning day was excellent. We now have a clear set of strategic actions to undertake that will address our situation.”

Paul Taylor, Archdeacon of Sherborne, Chair of Footprints

Footprints | www.footprintsproject.co.uk

The Footprints project, in Dorchester, mentors men and women who are leaving prison or serving a sentence in the communities of Dorset, Bournemouth, Poole, and South Somerset.

They applied to the Clinks SWOP scheme as they needed to develop strategies to respond to cuts in funding. Clinks linked the Footprints project with an experienced local consultant, who helped the organisation analyse their situation. She then facilitated a strategic planning day with trustees and senior staff, which produced an action plan for sustainability. Two staff also attended a training day led by the consultant to help improve bid writing.

Paul Taylor, Chair of Footprints project, commented on Clinks' support: “It helped us clarify the key issues facing us and develop a set of realistic short and longer term actions. The consultant's critique of our situation was masterful. She also engendered a positive, ‘can do’ mentality and therefore was encouraging, enthusing and energising. Our strategic planning day was excellent, well worth while and should be repeated next year. We now have a clear set of strategic actions to undertake that will address our situation.”



Clinks Trustee,
Lucy Gampell OBE

Economic Downturn survey

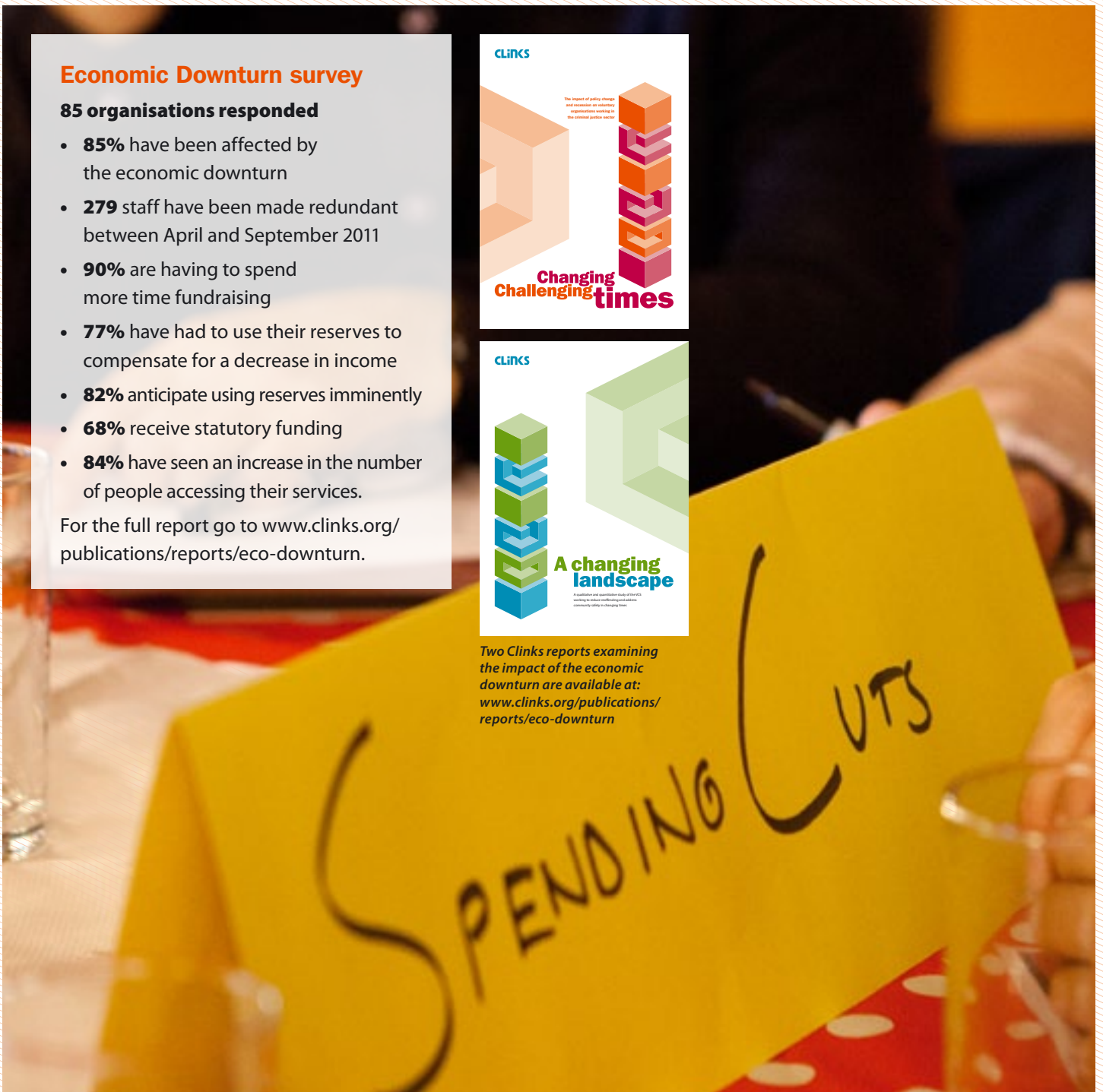
85 organisations responded

- **85%** have been affected by the economic downturn
- **279** staff have been made redundant between April and September 2011
- **90%** are having to spend more time fundraising
- **77%** have had to use their reserves to compensate for a decrease in income
- **82%** anticipate using reserves imminently
- **68%** receive statutory funding
- **84%** have seen an increase in the number of people accessing their services.

For the full report go to www.clinks.org/publications/reports/eco-downturn.



Two Clinks reports examining the impact of the economic downturn are available at: www.clinks.org/publications/reports/eco-downturn



Informing

We represent the VCS to influential policy and decision makers. We promote the Sector's achievements, and seek to work with stakeholders to identify solutions to challenges.



Nick Herbert, Minister of State for Policing and Criminal Justice, keynote speaker at our 2011 AGM.

Reducing Reoffending Third Sector Advisory Group

The Reducing Reoffending Third Sector Advisory Group (RR3) aims to strengthen and build the effectiveness of the partnership between the MoJ and the VCS. The RR3 is a direct mechanism for informing policy makers about the innovation and creativity that exists within the VCS, as well as the challenges that organisations face.

Following a major review of RR3 in 2011, the Group is now administered by Clinks and chaired by our Director, Clive Martin. RR3 meets quarterly and includes 15 VCS members as well as senior officials from the MoJ and NOMS.

The group convenes Task & Finish Groups to examine key policy themes in depth. Task & Finish Groups are facilitated by Clinks and informed by consultations with our members. The RR3 co-opts experts from the Sector to produce a report on each policy theme, culminating in a proposed action plan and list of recommendations for MoJ and NOMS to take forward.

The first Task & Finish report – *Competition, Commissioning and the VCS* – aimed to ensure that VCS organisations can fully participate in the changing landscape on a fair basis. It explored key issues including new commissioning structures and the importance of involving the Sector and service users; the increasingly competitive market for offender services; and prime and sub-contractor relationships within Payment by Results.

The report also called for desistance research to inform commissioning. Delegates from the RR3 presented the finalised report to Crispin Blunt, the Minister of Prisons and Probation, and the MoJ has committed to taking a number of the Group's recommendations forward. Clinks disseminated the findings more widely at a round table

with Clinks members in December 2011 and stimulated further debate through a range of facilitated workshops.

The newly developed Task & Finish cycle has created a vehicle for more co-ordinated policy positions, representing a diverse range of viewpoints. The recommendations of the RR3 are designed to proactively shape future strategic direction, thereby strengthening the voice and influence of the Sector from the earliest stages of policy development.

Find out more about RR3 at:
www.clinks.org/policy-campaigning/rr3



Consultation on *Breaking the Cycle*

Clinks ran seven consultation events at the beginning of 2011 to explore the proposals put forward in the Ministry of Justice's *Breaking the Cycle* Green Paper. Over 350 delegates attended the events.

"This has been a great opportunity to hear everyone's views and have our voice heard. We do such good work and need to be creative."

Delegate

Consulting a wide range of practitioners made our response both representative

and comprehensive. We supported the ambitions to reduce the prison population by reserving custodial sentencing to those offenders that present a risk of harm to the public. We saw a significant role for the VCS in supporting the Government to achieve this aim and to effect a significant reduction in reoffending.

Disappointingly, the Government's response to the Green Paper consultation marked a retreat from some of the more radical proposals outlined in the Green Paper.

“Being a member of Clinks enables us to engage with important policy issues for our corner of the Voluntary Sector. It means we have access to information, and good practice, which has been developed by real people working in projects across the country.”

Andy Keen-Downs, Pact

Developing service user involvement

Clinks undertook a review of service user involvement across prisons and probation trusts. The reports promote the view that playing an active role in the community and taking on a measure of responsibility can assist in the offenders in their journey away from crime.

The review focused on dialogue-based approaches such as service user groups, prison councils and diversity representatives. It highlights innovative practice and the benefits of service user involvement for improving services and empowering service users. The researchers also identified barriers to meaningful participation, which gave rise to a number of recommendations for improving provision.

Despite perceptions that VCS organisations could be excellent partners in facilitating service user involvement, the VCS seemed to be a largely untapped resource in this regard. The review has therefore helped Clinks to identify where further research and improved networking may be required.

As a result of this work, NOMS released a tender early in 2012 for VCS organisations to take forward the recommendations in our report.



www.clinks.org/publications/reports/service-user-involvement

Influencing

Clinks is well positioned to respond to evolving and proposed government policies. We convene meetings, forums, and consultations to ensure we understand the implications for the VCS. Key issues are raised with policy and decision makers, and we work with all concerned to seek solutions.



Tim Robertson of Koestler Trust and a Clinks Trustee (left) and Hugh Symons of St Giles Trust (right) at a Clinks conference

Stimulating discussion

At the beginning of 2011 we published a number of discussion papers on the new policies and agendas emerging from the newly-formed coalition government. The discussion papers aimed to inform the Sector and stimulate debate on issues arising. Titles included:

- *A changing landscape: police reform and local commissioning*
- *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.*

Formal responses

Our formal responses in 2011 included:

- Clinks' written evidence on the new landscape of policing
- MoJ strategy for the secure estate for children and young people in England and Wales
- MoJ's response to the *Breaking the Cycle* consultation and the *Legal Aid, Sentencing and Punishment of Offenders Bill*
- *Breaking the Cycle* Green Paper.

To see a full list, please go to:
www.clinks/publications

Helping to shape the response

It is important that Clinks maintains a thorough understanding of the impact of the economic downturn and the Government's austerity measures on the VCS working with offenders. To this end, we carry out regular surveys of the VCS. In addition, at the start of 2011 we ran a series of six consultation events and five round tables.

We also asked 18 Voluntary and Community Sector providers to record fortnightly journals of their experiences at the start of 2011. This included experiences of working in partnership with the statutory sector such as Community Safety Partnerships, local authorities and police. A journal writer describes the experience opposite.

The VCS is facing an extremely challenging environment, which for many organisations combines increased demand on services, spending more time fundraising and networking, changes in staff and low staff morale. Underlying all of this is the deep concern that it is the beneficiaries of their services who are going to suffer most – and this will impact on society generally in the future.

When the Dust Settles draws together the findings from all our research and makes a number of recommendations to protect the most vulnerable.

For a full report of the journals and the economic downturn survey, go to:
www.clinks/publication/reports/ecodownturn

Safer Future Communities

Safer Future Communities supports the Voluntary, Community and Social Enterprise (VCSE) Sector involved in community safety to adapt to the new landscape, including preparing for the new Police and Crime Commissioners and other key partners and commissioners with which the Sector needs to develop relationships. In particular, we want to encourage the involvement of organisations working to address:

- Crime and reoffending
- Anti-social behaviour
- Substance misuse
- Violence against women and girls
- Youth crime
- Diversity.

The project is co-ordinated by Clinks and run in partnership with Women's Resource Centre, Drugscope, National Council for Voluntary Youth Services (working with their partner, the Council for Wales of Voluntary Youth Services), National Association of Voluntary and Community Action and Wales Council for Voluntary Action.

SAFER FUTURE COMMUNITIES

Empowering local voluntary & community partnerships

CLINKS



Drugscope

navca

NCVYS

WCVA

women's resource centre

“The very act of keeping the journal allowed me to maintain some perspective and to identify Eco-Actif's strengths as well as build the support we needed into our Transition Fund application.

Anna Burke, Eco-Actif CIC

Straight from the journal | Anna Burke, Managing Director, Eco-Actif CIC | www.ecoactifservicescic.co.uk

“This piece of work started with a survey and continued with a series of four reflective journals over a crucial eight week period from December 2010. We had the opportunity of looking at how the emerging changes affected us as an organisation, the actions we needed to take and the support we needed to move forward. The format was brief and easy to follow, but allowed for analysis of issues. In addition, we met several times to pool experiences and discuss our findings.

“For me, as the managing director of a small social enterprise working mainly in the criminal justice sector, this was a fascinating – and occasionally terrifying – experience. The journal entries coincided with a very bruising time for Eco-Actif, due to a 70% reduction in funding and the closing of our branch in Lambeth. I had not undertaken a reflective journal of this kind since my teacher training many moons ago and I found the discipline of setting down my thoughts highly constructive. Looking back on the journals, I can see that I veered widely between hope and despair. Nonetheless, the very act of keeping the journal allowed me to maintain some perspective

and to identify Eco-Actif's strengths as well as build the support we needed into our Transition Fund application. In addition, the networking events provided a valuable opportunity to share experiences, ideas and good practice.

“In all, I feel that the process itself increased my own confidence and that of my colleagues and helped us to weather the storm. Our Transition Fund application was successful and we are using the funding to capacity build our organisation. We're not quite out of the woods yet but we are recouping our position – we have secured an end-to-end Work Programme contract in partnership with 3SC and we have a number of exciting initiatives in the pipeline. We are also now ready for Payment by Results contracts and welcome the opportunities that this will bring us in the future.

“I am very happy to have been involved in such an innovative piece of research which has helped us to identify how we can continue to support our clients to turn their lives around.”

Partnerships

Working in partnership enables Clinks to expand its reach and services by sharing knowledge and expertise with other organisations. The list opposite gives an indication of the wide range of partners with whom we work.



Arts Alliance

Clinks continues to co-ordinate the Arts Alliance, a network of almost 300 arts organisations working in all areas of criminal justice across England and Wales.

Over the course of 2011 membership of the Alliance has risen from 200 up to almost 300, including Geese Theatre and Changing Tunes, the National Gallery and the British Museum, as well as dozens of freelance artists.

Representing the sector

The Arts Alliance represents the arts sector in regular cross-departmental meetings with government. We sit on the Arts Forum, which brings together civil servants from the Ministry of Justice; Department of Culture, Media and Sport; the Department of Business, Innovation and Skills; the Youth Justice Board and the Home Office to discuss issues affecting arts organisations which work in the Criminal Justice Sector. We provide a clear, unified voice for the Sector.

Proving our worth

One of the key themes of our work this year has been proving the effectiveness of the arts. In April, working together with the Charities Evaluation Service, we produced 'Demonstrating the value of the arts in criminal justice', a guide to help smaller organisations get to grips with monitoring and evaluation. In October, we held the second Anne Peaker debate, which was on the subject of how to value the arts. The debate focussed on the findings of a report by New Philanthropy Capital which calculated the financial savings from the reduction in crime, reduced criminal justice costs, and the increased employment of ex-offenders following an arts-based intervention.

The Arts Alliance is funded by the Ministry of Justice, Arts Council England and the Monument Trust.

www.artsalliance.org.uk



Well managed, inclusive partnerships offer a win-win-win situation for the service user, the commissioner and the organisations involved.

Vivienne Hayes, Women's Resource Centre

Women's Resource Centre | Vivienne Hayes, WRC

"Women's Resource Centre (WRC) promotes and supports partnerships as well as leading and participating in them. Women only services and spaces are under threat, as is the survival of the Women's Voluntary and Community Sector. We see partnerships as one way to secure the future of the diversity of the VCS, which is crucial if we are to meet the needs of individuals and communities in a way which has real impact and supports social change for all. Well managed, inclusive partnerships offer a win-win-win situation for the service user, the commissioner and the organisations involved.

"Over the last few years, WRC has worked in partnership with Clinks on a number of pieces of work involving organisations working with women offenders. This partnership combines Clinks' expertise of the VCS working with offenders and that of WRC on the women's sector. By combining our expertise and networks, we can explore the issues and ensure that we provide the best support to those working with women offenders.

Last year we worked with Clinks to explore how the women's sector working on violence against women and girls was being affected by the Coalition Government's agenda and the economic downturn – information which we used both to influence government, but also to inform the work that WRC and Clinks do to support their sectors. This year, we are pleased to partner Clinks on the Safer Future Communities Project, which will support the VCS to engage with Police and Crime Commissioners and other commissioners and strategic partners."

In 2011, our strategic partners included...

- Locality
- Women's Breakout
- Women's Resource Centre
- NAVCA
- BTEG
- NCVYS
- Drugscope
- Victim Support
- Mind
- Volunteering England
- Mentoring & Befriending Foundation
- Homeless Link
- 3SC
- New Philanthropy Capital
- Charities Evaluation Services
- CWVYS
- WCVA

“Basing the Arts Alliance at Clinks brings a huge amount of expertise and knowledge to our network. Clinks has an unrivalled position in the Sector, and their ability to access key people has been enormously beneficial to the Alliance.”

Tim Robertson, Chair, Arts Alliance

**ARTS
ALLIANCE:
MEMBERSHIP UP
FROM 200 TO
ALMOST 300**



A student from the Central School for Speech and Drama performing at The Arts Alliance National Meeting in Liverpool

More about Clinks

Clinks staff...

Hazel Alcraft | Database & Events Administrator
Kate Aldous | Communications & Partnership Manager
Louise Clark | South West VCS Development Officer
Nathan Dick | Localism Team Leader
Laura Foreman | Administrator (joined 27.10.11)
Lesley Frazer | Policy Manager
Joe Gardham | Communications Co-ordinator
Clare Hayes | Policy Officer
Ben Jarman | Policy Intern – Volunteering (joined 10.10.11)
Laura Lavery | South West VCS Development Officer
Clive Martin | Director
Stephen Nash | Arts Alliance Manager (joined 01.08.11)
Richard Nicholls | Programme Manager
Katie O'Donoghue | Policy Intern (joined 10.10.11)
Anne Taiwo | Finance Manager (joined 04.07.11)
Jilly Vickers | Localism Development Officer – London (joined 08.08.11)

Retired

Bill Frost | Finance Manager (retired 02.06.11)
Malcolm Thomson | VCS Engagement Manager (retired 30.09.11)

Management Committee

Paul Cavadino
Julian Corner
Robert Fulton | Treasurer
Lucy Gampell OBE | Acting Chair (28.01.10 to 20.01.11)
Lystra Hagley-Dickinson (resigned 17.03.11)
Norma Hoyte
Peter Kilgarrieff
Anne Owers DBE | Chair (from 20.01.11)
Steve Rawlins
Timothy Robertson

Officers

Acting Chair (28.01.10 to 20.01.11) | Lucy Gampell OBE
Chair (from 20.01.11) | Anne Owers DBE
Treasurer | Robert Fulton
Company Secretary and Director | Clive Martin

Volunteers

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

Professional advisors

Auditors | JWPCreers LLP, Chartered Accountants, York Bank | CAF Bank Ltd, West Malling / HSBC, York / Scottish Widows, Edinburgh

Name and registered office

Clinks is a registered charity no. 1074546 and a company limited by guarantee, registered in England no. 3562176.
Registered office | 59 Carter Lane, London EC4V 5AQ
Tel | 020 7248 3538
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.

Financial information

A summarised version of our accounts for the year to 31 March 2011 is shown on pages 19. A full set of audited accounts is available from our registered office.



Thanks to our funders in 2010-11...

- LankellyChase Foundation
- The European Commission
- The Tudor Trust
- Monument Trust
- Home Office
- Arts Council England
- Barrow Cadbury Trust
- Ministry of Justice
- Department for Communities and Local Government
- NOMS South West

Statement of financial activities for the year ended 31 March 2011

	Unrestricted Funds	Restricted Funds	2011 Total	2010 Total
	£	£	£	£
INCOMING RESOURCES				
Incoming resources from generated funds				
Voluntary income	35,000	-	35,000	65,000
Activities for generating funds	50,552	-	50,552	8,190
Investment income	15,789	-	15,789	586
Incoming resources from charitable activities	164,769	2,068,710	2,233,479	870,238
Total incoming resources	266,110	2,068,710	2,334,820	944,014
RESOURCES EXPENDED				
Charitable activities	76,909	1,843,661	1,920,570	901,970
Governance costs	7,713	646	8,359	9,506
Total resources expended	84,622	1,844,307	1,928,929	911,476
NET INCOME/(EXPENDITURE) FOR YEAR	181,488	224,403	405,891	32,538
Transfers between funds	-	-	-	-
Net movement in funds	181,488	224,403	405,891	32,538
Total funds brought forward	208,664	180,052	388,716	356,178
Total funds carried forward	390,152	404,455	794,607	388,716

Auditor's statement

In our opinion the summary financial statement is consistent with the full annual accounts of Clinks for the year ended 31 March 2011.

JWPCreers LLP | Chartered Accountants and Registered Auditors

Statement of the trustees

The Summarised Financial Statements are not the full statutory accounts, but are an extract thereof, containing a summary of information relating to the Statement of Financial

Activities. The full statutory accounts have been audited and received an unqualified report from the auditors, JWPCreers LLP. They were approved by the Trustees on 11 October 2011 and have been submitted to the Charity Commission and Companies House. A copy of the full statutory accounts, auditors report, and trustees' annual report can be obtained from our registered office.

Robert Fulton | Treasurer

CLINKS' MEMBERS (AS OF OCTOBER 2011): 1625 INDEPENDENT PEOPLE 2ND CHANCE PROJECT CIC 50 PLUS EMPLOYMENT LINK ABANDONBROTHERS ABOUT TURN CIC ACET JERSEY ACORN COMPUTER RECYCLING CIC ACT FOR CHANGE ACTION ACTON LIMITED ACTION HOUSING AND SUPPORT LIMITED ADFAM ADULLAM HOMES HOUSING ASSOCIATION LTD ADUR VOLUNTARY ACTION ADVANCE AFTER ADOPTION AGE CONCERN LEICESTERSHIRE & RUTLAND ALABARE CHRISTIAN CARE & SUPPORT ALBATROSS ARTS PROJECT ALPHA HOUSE CALDERDALE ALTERNATIVES TO VIOLENCE PROJECT AMAL TRUST ANAWIM ANGLIA CARE TRUST ANNIE MAWSON'S SUNBEAMS MUSIC TRUST APEX CHARITABLE TRUST LIMITED APPLES AND SNAKES AQUILA WAY BABIES IN PRISON BACK ON TRACK BAIL FOR IMMIGRATION DETAINEES BARNARDO'S BARTON HILL SETTLEMENT BEYOND YOUTH BIGPINKHEART BIRTH COMPANIONS BLACK & ASIAN SERVICE IN ALCOHOL & NARCOTICS (BASIAN) BOURNEMOUTH CHURCHES HOUSING ASSOCIATION BRADFORD RAPE CRISIS AND SEXUAL ABUSE SURVIVORS SERVICE BRAHMA KUMARIS BRIDGE SUBSTANCE MISUSE PROGRAMME BRIDGING THE GAP BRIGHTON OASIS PROJECT BRIGHTON WOMEN'S CENTRE BRISTOL COMMUNITY FM RADIO BTEG (BLACK TRAINING AND ENTERPRISE GROUP) BULLINGDON PRISON VISITORS' CENTRE BUSINESS IN THE COMMUNITY BUSINESS ENTERPRISE SUPPORT CALIBREMINDS CAMBRIDGE WOMEN'S RESOURCE CENTRE CAN DO: MK CAPITAL CONFLICT MANAGEMENT CARE LEAVERS ASSOCIATION CARING FOR EX-OFFENDERS CARITAS CARE LTD CAST CATCH22 CEMENTAFUTURE LTD CHANCE FOR CHILDREN TRUST CHANGING TUNES CHAPTER 1 CHILDREN'S LINKS CHILDREN'S SOCIETY CHOICES ADVOCACY CHURCH URBAN FUND CHURCHES HOUSING ASSOCIATION OF DUDLEY AND DISTRICT CIRCLES UK CITIZEN'S ADVICE CITY OF EXETER YMCA CLEAN BREAK THEATRE COMPANY COASTLINE HOUSING COMMITMENT IN COMMUNITIES COMMONWEAL HOUSING COMMUNITY CONSULTANTS (SOUTH KILBURN) COMMUNITY LINKS (NORTHERN) LTD COMMUNITY RESETTLEMENT SUPPORT PROJECT COMMUNITY SERVICE VOLUNTEERS CONSTRUCTION YOUTH TRUST CONTACT CHESHIRE SUPPORT GROUP CRI CRIME REDUCTION INITIATIVES CRIMINAL JUSTICE ALLIANCE CRIMINOLOGY IN THE MILLENNIUM CRIMINON UK CRUSE BEREAVEMENT CARE (N.I.) CULTIVATIONS CUMBRIA REDUCING OFFENDING PARTNERSHIP TRUST DANCE UNITED DENE SOLUTIONS CIC DEPAUL UK DERBYSHIRE WOMENS WORK CHARITY DETENTION ADVICE SERVICE DEVELOPMENT TRUSTS ASSOCIATION DISC DONCASTER RAPE AND SEXUAL ABUSE COUNSELLING SERVICE DORSET SERVICE USER FORUM DRUGS & HOMELESS INITIATIVE DYSEXIA FOUNDATION EALING CYCLING CAMPAIGN EAST DEVON VOLUNTEER SUPPORT AGENCY - LINK DEVON (EDVSA) EAST WEST DETOX ECO-ACTIF SERVICES CIC ELIZABETH FRY FAMILY ASSOCIATION ELIZABETH HAYES ASSOCIATES CIC LTD EMMAUS BRIGHTON AND HOVE ENDEAVOUR TRAINING ENGLISH PEN ESCAPING VICTIMHOOD EX-CELL SOLUTIONS FAIR SHARES FAITH ACTION (LIFELINE) FAMILY LINKS FELTHAM COMMUNITY CHAPLAINCY TRUST FINE CELL WORK FIRST STOP DARLINGTON FOCUS GROUP @ SOUTHAMPTON PROBATION FOUNDATION FPWP HIBISCUS LIMITED FREE ON THE INSIDE FRESH START - NEW BEGINNINGS FRIENDS OF FELTHAM Y.O.I. FRIENDS OF GUYS MARSH FRIENDS OF PETERBOROUGH PRISON FRIENDS OF THE FAMILY (WINCHESTER) FRY HOUSING TRUST FUTURES AT KNIGHTSTONE HOUSING ASSOCIATION FUTURES UNLOCKED GAMBLERS ANONYMOUS GB JOB CLUBS GIBRAN UK GOOD VIBRATIONS GREATER MANCHESTER COMMUNITY CHAPLAINCY GROWING KEIGHLEY (AIRE WHARFE ALLIANCE) GRWP GWALIA CYF GWELLHEANS HACRO HALOW HAVEN TYNESIDE LTD HILDEN CHARITABLE FUND HOLLOWAY NEIGHBOURHOOD GROUP HOLME HOUSE VISITORS' CENTRE SOCIETY HOME START HOMEMAKER SOUTHWEST HORNSEY (NORTH LONDON) YMCA HOUSING SOCIETY HUMBERCARE ILETO CARRIBEAN PEOPLES NETWORK INDEPENDENT ACADEMIC RESEARCH STUDIES (IARS) INQUEST INSIDE 'N' OUT MAGAZINE INTEGR8 IRISH CHAPLAINCY IN BRITAIN (ICB) JIGSAW VISITORS CENTRE JILL FRANKLIN TRUST JULIAN HOUSE (PETER HOUSE) JUST FOR KIDS LAW KAINOS COMMUNITY KAZURI PROPERTIES LTD KEEPOUT THE CRIME DIVER-SION SCHEME KEY HOUSE KEY OPPORTUNITIES CIC KHULISA KIDDIES KORNER PARENT AND CHILD CLUB KIDS V.I.P. KOESTLER TRUST KWADS - SUPPORTING DRUG AND ALCOHOL AFFECTED FAMILIES LAMBETH MENCAP LANGLEY HOUSE TRUST LAUNCH-PAD READING LEAP CONFRONTING CONFLICT LIFE CYCLE UK LIFELINE PROJECT LTD LIFE SUCCESS REHABILITATION CENTRE CIC LIGHT BOX PROJECT CIC LINCOLNSHIRE ACTION TRUST LINCOLNSHIRE COMMUNITY CHAPLAINCY LONDON ACTION TRUST MAKE JUSTICE WORK CIC M.A.L.S. MEDIA FOR DEVELOPMENT MEDWAY AND SWALE ADVOCACY PARTNERSHIPS MENCAP RAISING YOUR GAME MILESTONES MENTORING PROJECT MONTGOMERYSHIRE FAMILY CRISIS CENTRE MOOR TREES MORGAN HOUSE CIC MOVE ON EAST MUSIC IN PRISONS MUSLIM YOUTH HELPLINE NATIONAL APPROPRIATE ADULT NETWORK (NAAN) NATIONAL ASSOCIATION OF PRISON VISITORS (NAOPV) NEHEMIAH PROJECT NELSON TRUST NEPACS NEW HIGHWAY NEW HOPE MENTORING PROGRAMME NEWHALL KIDZ LTD NORTH WALES WOMEN'S CENTRE NOVAS SCARMAN GROUP ONLY CONNECT OPEN GATE (COMMUNITY CHAPLAINCY NETWORK) ORMISTON CHILDREN & FAMILIES TRUST OUT THERE SUPPORTING FAMILIES OF PRISONERS OUT4GOOD P3 P.E.O.P.L.E. PAGAN FEDERATION PRISON MINISTRY PECAN PENNINE REGENERATION LTD PENROSE PICTORA LTD PLIAS RESETTLEMENT POST-ADOPTION CENTRE POSITIVE IMAGES THERAPEUTIC FILMS POTENTIAL MENTORING PRACTICAL SOLUTIONS PRE-SCHOOL LEARNING ALLIANCE PRISON ADVICE & CARE TRUST (PACT) PRISON FELLOWSHIP ENGLAND AND WALES PRISON PHOENIX TRUST PRISON RADIO ASSOCIATION PRISON REFORM TRUST PRISONERS ABROAD PRISONER'S ADVICE SERVICE (PAS) PRISONERS' EDUCATION TRUST (PET) PRISONERS' FAMILIES AND FRIENDS SERVICE PRISONERS PENFRIENDS PRODIGAL SON MINISTRIES PROGRAMME FOR ARTS, THERAPY AND HEALTH (PATH) PROVIDENCE ROW HOUSING ASSOCIATION QUAKER SERVICE RAPE & SEXUAL ABUSE CENTRE (RASA) RAPT RECOOP RECYCLING LIVES RED KITE LEARNING REFLEX (YFC) RELATE - YORK REMEDI-UK RESET (KENT) RE-START RESTORE 50PLUS RESTORING BROKEN WALLS TRUST RETHINK RE-UNITE - HOUSING FOR WOMEN REVOLVING DOORS AGENCY (RDA) RE-WORK LTD REZOLVE RICHMOND FELLOWSHIP RIDEOUT (CREATIVE ARTS FOR REHABILITATION) RIGHTS AND EQUALITIES IN NEWHAM RUGBY FOOTBALL UNION SAFE GROUND SAINSBURY CENTRE FOR MENTAL HEALTH (SCMH) SAMARITANS SCA GROUP SECOND STEP HOUSING ASSOCIATION SEFTON COUNCIL FOR VOLUNTARY SERVICE SELF ORGANISED NETWORK GROUP CIC SEND FAMILY LINK SHAME/VIOLENCE INTERVENTION (SVI) SHANNON TRUST SHARP SHELTER SOBERLINK SOFA PROJECT SOUTH WEST COMMUNITY CHAPLAINCY SOVA - HEAD OFFICE ST GILES TRUST ST JOHNS APPROVED PREMISES ST PAUL'S CHRISTIAN WORKERS TRUST ST PETER'S COMMUNITY PARTNERSHIPS ST PETROCK'S (EXETER) LTD ST VINCENT DE PAUL SOCIETY ST. MUNGO'S STEPPING STONES TRUST STONHAM STORYBOOK DADS STREET LEAGUE STRETCH STRID-ING OUT CIC STRING OF PEARLS SUE RYDER CARE SUNDERLAND MIND SUPERACT SURREY COMMUNITY ACTION SUSSEX PATH-WAYS SWANSWELL CHARITABLE TRUST SWINDON WILTSHIRE ALCOHOL & DRUG SERVICE SWITCHBACK TENDER EDUCATION AND ARTS THAI BOXING COMMUNITY CENTRE THAMES VALLEY PARTNERSHIP THE AMBER FOUNDATION THE ANNE FRANK TRUST UK THE ASSOCIATION OF MEMBERS OF INDEPENDENT MONITORING BOARDS THE ASSOCIATION OF PANEL MEMBERS THE BROMLEY TRUST THE BUTLER TRUST THE CARDINAL HUME CENTRE THE CONCORD PRISON TRUST THE FAWCETT SOCIETY THE FOOTPRINTS PROJECT THE FOUNDATION TRAINING COMPANY THE FRIENDS OF HMP HAVERIGG THE GRIFFINS SOCIETY THE HOWARD LEAGUE FOR PENAL REFORM THE IDEAS MINE LIMITED THE LANKELLY CHASE FOUNDATION THE LEARNING CURVE VOLUNTARY SECTOR DE-VELOPMENT THE LEARNING JOURNEY CIC THE LUCY FAITHFULL FOUNDATION THE MAGDALENE GROUP THE MONUMENT TRUST THE MUSTARD TREE THE OUTLOOK TRAINING ORGANISATION THE PORCH PROJECT THE PRINCES TRUST THE PRISON VISITORS CENTRE, LEICESTER THE PRISONS VIDEO TRUST THE ROYAL BRITISH LEGION THE SALVATION ARMY THE SAVIOUR TRUST THE SO-BRIETY PROJECT THE WALLICH THE WATES FOUNDATION THE WOMEN'S CENTRE THE WORCESTER AIDS FOUNDATION THIRSK COMMUNITY CARE ASSOCIATION TIME FOR FAMILIES TOGETHER (WORKING FOR WELLBEING) TOGETHER WOMEN PROJECT (YORKS & HUMBER) TOMORROW'S PEOPLE TRUST TRAIL-BLAZERS TREASURES FOUNDATION TURNING POINT TURNING POINT WOMEN CENTRE - JUST WOMEN PROJECT UK RESETTLEMENT LTD UNLOCK USER VOICE VETERANS IN PRISON ASSOCIATION VISION HOUS-ING VISITORS & CHILDREN'S SUPPORT GROUP (HMP HAVERIGG) VISTA LTD VITA NOVA WASTE NOT WANT NOT WATFORD & DIS-TRICT YMCA WELL WOMEN CENTRE WEST YORKS COMMUNITY CHAPLAINCY (WYCCP) WISH (WOMEN IN SECURE HOSPITALS) WOM-AN2WOMAN - WOMEN'S MINISTRY WOMEN@THEWELL WOMEN'S BREAKOUT WOMEN CENTRE LTD. WORK THIS WAY WORKING CHANCE WORLDWIDE VOLUNTEERING WORSHIP TABERNACLE YCS COMPUTERS YMCA ENGLAND YORKSHIRE & HUMBERSIDE CIRCLES OF ACCOUNTABILITY YOUTH SUPPORT SERVICES (YSS) YWCA ENGLAND & WALES

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